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Comprehensive review of the whole question of peacekeeping operations in all their aspects

Programme budget for the biennium 2000-2001

Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Comprehensive review of the whole question of peacekeeping operations in all their aspects

Programme budget implications of draft resolution A/C.4/55/L.23

Statement submitted by the Secretary-General in accordance with rule 153 of the rules of procedure of the General Assembly

Addendum

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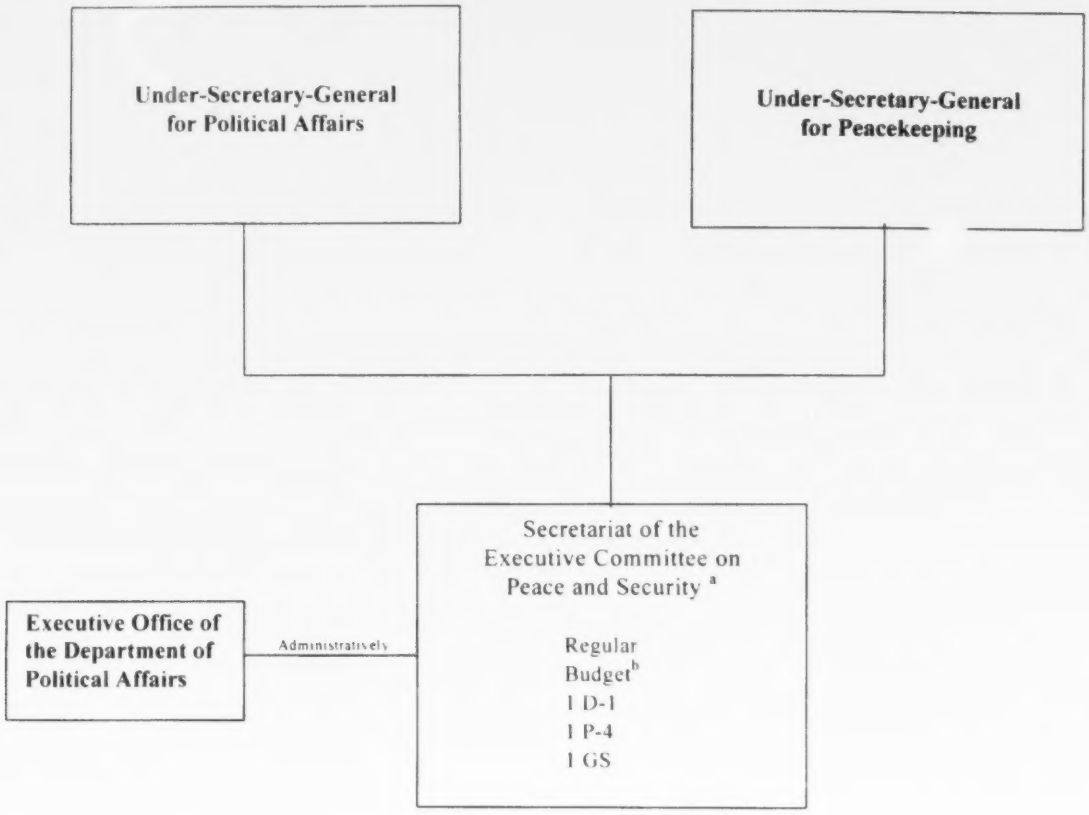
Section 3
Political Affairs

Proposed revised structure and post distribution for the biennium 2002-2003



[a] Department of Political Affairs, Department of Peacekeeping Operations, Department for Disarmament Affairs, Office of the United Nations High Commissioner for Human Rights, Office of the United Nations High Commissioner for Refugees, Office for the Coordination of Humanitarian Affairs, Office of Legal Affairs, Office of the United Nations Security Coordinator, Special Representative of the Secretary-General for the Children and Armed Conflict, United Nations Development Programme, United Nations Children's Fund and World Bank.

[b] New posts this report.

Table 3.1 **Summary of object of expenditure**

Object of expenditure	*Proposed programme budget 2002-2003 initial appropriation*	*Resource growth*	*Proposed revised estimates*
Regular budget			
Posts	41 058.0	388.7	41 446.7
Other staff costs	1 358.3	-	1 358.3
Consultants and experts	268.2	-	268.2
Travel	2 605.7	-	2 605.7
Contractual services	489.0	-	489.0
General operating expenses	1 272.8	20.6	1 293.4
Hospitality	73.3	-	73.3
Supplies and materials	170.3	0.6	170.9
Furniture and equipment	440.0	18.9	458.9
Total	**47 735.6**	**428.8**	**48 164.4**

Table 3.2 **Post requirements**

	2002-2003 proposed staffing	*Proposed changes*	*Proposed revised staffing*
Regular budget			
Professional category and above			
Under-Secretary-General	1	-	1
Assistant Secretary-General	2	-	2
D-2	6	-	6
D-1	13	1	14
P-5	27	-	27
P-4/3	56	1	57
P-2/1	10	-	10
Subtotal	**115**	**2**	**117**
General Service category			
Principal level	6	-	6
Other level	79	1	80
Subtotal	**85**	**1**	**86**
Total	**200**	**3**	**203**

Regular budget posts

3.1 In response to paragraphs 35, 115 and 132 of the report of the Special Committee on Peacekeeping Operations, a small secretariat would be established for the Executive Committee on Peace Operations (ECPS), consisting of three posts (one D-1, one P-4 and one General Service) estimated at $388,700.

3.2 ECPS was established in 1997 as the highest policy development and management instrument within the United Nations Secretariat on critical, cross-cutting issues of peace and security. In his report on "Renewing the United Nations: a programme for reform" (A/51/950), the Secretary-General noted that the aim of establishing Executive Committees was to sharpen the contribution that each unit made to the overall objectives of the Organization by reducing duplication of efforts and facilitating greater complementarity and coherence. The executive committees were designed, therefore, as instruments of policy development, decision-making and management. The heads of United Nations entities consult with one another on work programmes as well as other substantive and administrative matters of collective concern, to identify and exploit ways of pooling resources and services in order to maximize programme impact and minimize administrative costs, and more generally to facilitate joint strategic planning and decision-making.

3.3 Of the four established executive committees, ECPS has the need to meet most frequently but has the smallest secretariat support structure. As a result, ECPS has not consistently performed as a high-level policy development and management instrument and has suffered from inadequate preparation and an absence of forward strategic thinking on agenda formulation, to the extent that its activities are more of an information-sharing nature rather than those of an executive decision-making body.

3.4 The main findings of the comprehensive review, detailed in the report on the implementation of the recommendations of the Special Committee on Peacekeeping Operations and the Panel on United Nations Peace Operations (A/55/977), confirm that ECPS could not function as an instrument of policy development, decision-making and management in the absence of an effective secretariat. In its consideration of that report, the Special Committee acknowledged that need and recommended that the Secretary-General consider the establishment of a small support secretariat to service ECPS.

3.5 The ECPS secretariat will service and support the work of ECPS as an effective, action-oriented and well-coordinated decision-making body. To perform these tasks, the secretariat will:

(a) Organize regular and ad hoc meetings of ECPS and support the convenor in the discharge of his/her functions;

(b) Prepare annual work plans for ECPS;

(c) Formulate the agenda for ECPS meetings, consulting with its members and exercising judgement in determining items requiring the attention of the Committee;

(d) In consultation with ECPS members, prepare options and recommendations for ECPS on strategic policy issues and facilitate the preparation by substantive units across the system of decision-oriented background documentation;

(e) Prepare and disseminate minutes and records of meetings and decisions taken;

(f) Monitor and facilitate implementation of and follow-up decisions taken by the Committee;

(g) In cases where the Committee has recommended a course of action by the Secretary-General, liaise with and support the Executive Office of the Secretary-General, as appropriate;

(h) Provide technical support for the participation in ECPS meetings of non-New York-based heads of programmes;

(i) Maintain administrative communication channels between ECPS members;

(j) Ensure linkages and information-sharing between the work of ECPS and that of subsidiary entities, such as the Framework for Coordination, as well as the other executive committees

responsible for other substantive fields of United Nations activities: humanitarian affairs, development, economic and social affairs and the cross-cutting theme of human rights;

(k) Ensure that the ECPS deliberations are fed into related discussions of intergovernmental and inter-agency bodies.

3.6 Given the magnitude of the activities of ECPS and inasmuch as the focal point of its activities could rest upon any member of the Committee, an integrated mission task force or an interdepartmental or -agency working group, it would be necessary to establish an autonomous entity which would receive direct guidance from ECPS. The function of the secretariat should thus be clearly seen as a common service provided for all members of ECPS. This small secretariat would report simultaneously to the Under-Secretary-General for Political Affairs, in his capacity as convenor of ECPS, and to the Under-Secretary-General for Peacekeeping Operations, in his capacity as alternate convenor.

3.7 The incumbent of the D-1 post will be responsible for exercising the judgement and strategic oversight in preparation for and follow-up to ECPS meetings that has been significantly lacking under the current arrangements. Much of the product (decisions, recommendations, strategy papers) of ECPS is for use by the Secretary-General and senior United Nations officials and negotiators. The incumbent must therefore enjoy sufficient seniority and experience to identify and develop appropriate matters for the attention of the ECPS. To this end, the incumbent will liaise with regional division and bureau directors across the system in the determination of agenda items, the preparation of quality background documentation and the full and timely implementation of ECPS decisions. The incumbent will advise the convenor of ECPS on the effective steering and management of the Committee and will review and/or approve drafts of talking points, background papers and other documentation for ECPS. Under the guidance of the convenor and on the basis of consultations with and inputs from ECPS members, the incumbent will prepare written input for ECPS, including descriptions of the issues at hand and implications for the United Nations and elaboration of possible policy options and contingencies.

3.8 The incumbent of the P-4 post will be responsible for the technical servicing and support of ECPS, including the preparation of talking points and background documentation; act as notetaker for meetings of ECPS; and will have the responsibility for maintaining the ECPS calendar and for the preparation of its annual work plan. To this end, the incumbent will liaise closely with the Office of the Secretary-General to ensure timely input from that Office and with ECPS members for meetings and official travel by the Secretary-General. The Officer will act as the point of entry for and manage the flow of incoming and outgoing correspondence relating to ECPS.

3.9 The incumbent of the General Service post will provide support for the two officers of the secretariat.

Non-post requirements

3.10 The non-post resources ($40,100) proposed for the secretariat of ECPS are summarized below.

General operating expenses ($20,600)

3.11 The estimated requirement of $20,600 relates to the communications ($13,400), maintenance of office equipment ($1,200) and maintenance of office automation equipment ($6,000).

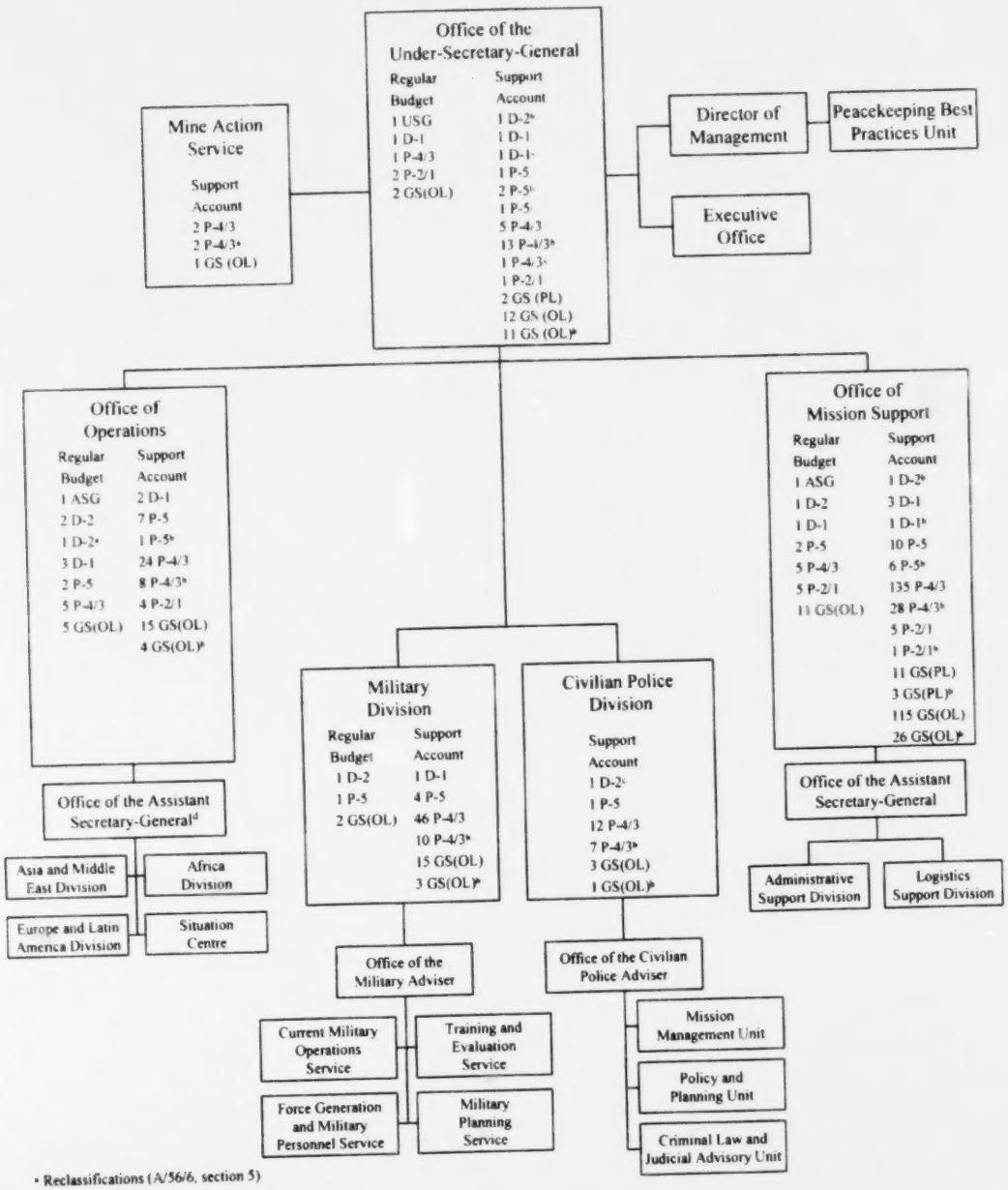
Supplies and materials ($600)

3.12 The estimated requirement of $600 relates to supplies and materials for the three new posts indicate above.

Furniture and equipment ($18,900)

3.13 The resources of $18,900 relate to the acquisition of furniture ($12,300) and office automation equipment ($6,600).

Section 5
Peacekeeping operations



[a] Reclassifications (A/56/6, section 5)
[b] New posts, this report
[c] Reclassifications, this report
[d] Support to field operations is integrated and coordinated through the ASG for Operations as senior ASG

Table 5.1 **Summary by object of expenditure**

(Thousands of United States dollars)

Object of expenditure	*Proposed programme budget 2002-2003 initial appropriation*	*Resource growth*	*Proposed revised estimates*
Regular budget			
Posts	12 246.9	-	12 246.9
Other staff costs	754.9	-	754.9
Travel	226.1	-	226.1
Contractual services	18.1	-	18.1
General operating expenses	1 220.7	-	1 220.7
Hospitality	6.5	-	6.5
Supplies and materials	174.7	-	174.7
Furniture and equipment	241.6	-	241.6
Subtotal	**14 889.5**	**-**	**14 889.5**

Object of expenditure	*1 July 2001 to 30 June 2002 appropriation*	*Resource growth*	*Proposed revised estimates*
Support account for peacekeeping operations			
Posts	41 227.0	7 233.4	48 460.4
Other staff costs	420.0	542.0	962.0
Consultants and experts	1 500.0	230.0	1 730.0
Travel	175.0	260.0	435.0
Contractual services	880.5	1 026.0	1 906.5
General operating expenses	1 008.8	238.8	1 247.6
Supplies and materials	165.6	51.5	217.1
Furniture and equipment	302.8	3 993.4	4 296.2
Staff assessment	7 244.3	1 459.6	8 703.9
Subtotal	**52 924.0**	**15 034.7**	**67 958.7**
Grand total	**67 813.5**	**15 034.7**	**82 848.2**

Table 5.2 **Post requirements**

	2002-2003 proposed staffing	*Proposed changes*	*Proposed revised staffing*
Regular budget			
Professional category and above			
Under-Secretary-General	1	-	1
Assistant Secretary-General	2	-	2
D-2	5	-	5
D-1	5	-	5
P-5	5	-	5
P-4/3	11	-	11
P-2/1	7	-	7
Subtotal	**36**	**-**	**36**
General Service category			
Other level	20	-	20
Subtotal	**20**	**-**	**20**
Total	**56**	**-**	**56**

	1 July 2001 to 30 June 2002 approved staffing	*Proposed changes 1 Jan to 30 June 2002*	*Proposed revised staffing*
Support account for peacekeeping operations			
Professional category and above			
D-2	-	3	3
D-1	8	1	9
P-5	24	9	33
P-4/3	225	68	293
P-2/1	11	-	11
Subtotal	**268**	**81**	**349**
General Service category			
Principal level	13	3	16
Other level	161	45	206
Subtotal	**174**	**48**	**222**
Total	**442**	**129**	**571**
Grand total	**498**	**129**	**627**

A. Office of the Under-Secretary-General

Table 5.3 **Post requirements**

	2002-2003 proposed staffing	*Proposed changes*	*Proposed revised staffing*
Regular budget			
Professional category and above			
Under-Secretary-General	1	-	1
D-1	1	-	1
P-4/3	1	-	1
P-2/1	2	-	2
Subtotal	**5**	**-**	**5**
General Service category			
Other level	2	-	2
Subtotal	**2**	**-**	**2**
Total	**7**	**-**	**7**

	1 July 2001 to 30 June 2002 approved staffing	*Proposed changes 1 Jan to 30 June 2002*	*Proposed revised staffing*
Support account for peacekeeping operations			
Professional category and above			
D-2	-	1	1
D-1	1	1	2
P-5	2	2	4
P-4/3	6	13	19
P-2/1	2	(1)	1
Subtotal	**11**	**16**	**27**
General Service category			
Principal level	2	-	2
Other level	12	11	23
Subtotal	**14**	**11**	**25**
Total	**25**	**27**	**52**
Grand total	**32**	**27**	**59**

Office of the Under-Secretary-General (front office)

5.1 In order to strengthen the front office of the Under-Secretary-General in the areas of external relations and internal management functions, thereby enhancing the capacity dedicated to management issues for mid- to long-term managerial planning, evaluating and improving the performance of the different services and units of the Department and improving the Department's overall management practices, an additional five support account posts (3 Professional and 2 General Service) and the upgrading of two currently approved posts are requested. This request includes the position of Director of Management, as recommended by the Special Committee on Peacekeeping Operations.

5.2 The functions of the additional posts, and those for which upgrades are requested, are detailed below:

Director of Management (D-2)

5.3 On behalf of the Under-Secretary-General, the functions of the Director of Management will be to direct mid- to long-term managerial planning for the entire Department. In particular, the incumbent will be responsible for overhauling and strengthening the entire Department's management systems and practices; be designated the Department's Chief Information Officer, identifying and prioritizing the Department's information management needs, relying on the expertise resident in the Office of Mission Support for the design, support and maintenance of the Department's information management systems; lead the Department's management team coordinating the elements contained in the front offices within the Department; direct the work of the Peacekeeping Best Practices Unit; and oversee the Department's efforts in support of gender mainstreaming and the implementation of Security Council resolution 1325 (2000).

Senior Political Affairs Officer/External Relations Officer (P-5)
(Upgrade of current P-4 position)

5.4 The Senior Political Affairs/External Relations Officer will develop and manage a comprehensive departmental advocacy and communications strategy to foster understanding and support for United Nations peacekeeping, and to underpin the Department's and the Under-Secretary-General's efforts to strengthen relations with Member States, field missions, United Nations programmes, funds and agencies and external entities. In doing so, the incumbent conceives and develops specific projects and ensures coordination and a uniform approach among the various parts of the Department in their relations with external entities. The incumbent drafts journal articles and major speeches for the Under-Secretary-General, and deputizes for the Special Assistant when necessary.

Political Affairs Officer (P-4)

5.5 This officer coordinates the organization of events and the execution of projects identified within the departmental media and communications strategy and the Department's calendar of events. This includes the preparation of written materials to be distributed and assisting with drafting of speeches to be delivered by the Under-Secretary-General or his designated representative. The incumbent will also oversee the preparation of briefing notes for the Secretary-General, the Deputy Secretary-General and the Under-Secretary-General, coordinating input from all areas of the Department.

Political Affairs Officer/Correspondence Officer (P-3)
(Upgrade of current P-2 position)

5.6 This officer manages the daily flow of correspondence to and from the office. In doing so, the officer is required to perform an initial screening and analysis of the incoming information for the Under-Secretary-General. The incumbent is also tasked with assignment of incoming work in accordance with designated responsibilities, assigning priorities and following up on responses to ensure that deadlines are met. The officer also acts as a notetaker during internal and external meetings and prepares notes on these meetings, as required and appropriate.

Administrative Management Officer (P-4)

5.7 This officer will provide operational support for the Director of Management in the development and implementation of the Department's management implementation plan. The incumbent will also provide support for the Director in his role as Chief Information Officer for the Department by ensuring proper reliance on and coordination with expertise resident in the Office of Mission Support.

Administrative Assistant (GS-OL)

5.8 This new position will provide administrative support for the Director of Management.

Information Management Assistant (GS-OL)

5.9 To strengthen the internal information management function, an additional General Service post is required to deal with correspondence and document management, including maintenance of the electronic registry.

1. Peacekeeping Best Practices Unit

5.10 Currently, the functions assigned to the Peacekeeping Best Practices Unit are peacekeeping policy, lessons learned and best practices. These are all areas where it is felt that the capacity of the Unit needs to be strengthened. In addition, it is intended that the mandate of the Peacekeeping Best Practices Unit will be broadened and that the Unit will serve as an interface or "entry point" for other parts of the United Nations system as well as regional and subregional and arrangements. This would especially apply to those areas where the Department of Peacekeeping Operations does not have primary responsibility or dedicated units, such as: humanitarian affairs; peace-building activities; public information; disarmament, demobilization and reintegration; gender issues; human rights; and security and safety of personnel, as recommended in the report of the Panel on United Nations Peace Operations (see A/55/305-S/2000/809). To provide the Unit with the staffing necessary to meet this broadened mandate, a total of 19 additional support account posts (13 Professional and 6 General Service (Other level)) are required to supplement the current approved staffing of 8. The personnel will staff four distinct functional elements: peacekeeping best practices and policy; public information; gender and peacekeeping; and the resource centre. The functions and related resource requirement of each of these four elements are described in detail below.

Peacekeeping best practices and policy

5.11 In the area of peacekeeping best practices and policy, an additional seven Professional (5 P-4 and 2 P-3) and four General Service (Other level) support account-funded posts are required. Three additional Professional posts (two P-4 and one P-3) are required to lead the development of guidelines, procedures and related operational tools to assist peacekeepers in all aspects of their work, ensuring that these tools are integrated into all training curricula. The proposed staffing

would also provide the capacity at any one time to have two staff members fully engaged in planning either a new mission or change the concept of operations as part of an integrated task force or working group. This is considered critical if best practices are to be incorporated into new policies, capacity development and subsequently operational planning for new operations while ensuring that due recognition is given to the experiences gained from such new tasks. In addition, three Professionals (two P-4 and one P-3) will serve as the entry point for peacekeeping's main partners, particularly in the areas of disarmament, demobilization and reintegration of combatants; humanitarian affairs and peace-building. These "bridgeheads", each of whom will be recruited on the basis of expertise in peacekeeping as well as in the above functional areas, will work with the Department of Peacekeeping Operations' partners to develop standard guidelines and procedures for cooperation in the broad range of activities that are not carried out by the peacekeeping operation but upon which the success of the mission nevertheless depends. A Security Focal Point (P-4) will also be required to act as a liaison with the Office of the United Nations Security Coordinator on all aspects of security for peacekeeping, ensuring that policies and procedures for the safety and security of peacekeeping personnel reflect the particular dynamics of peacekeeping operations; that the various components of peacekeeping, both in the field and at Headquarters, are properly integrated into security planning and management; and that preparedness in terms of training and equipment is pursued with those concerned.

Public information

5.12 The second capacity within the unit will relate to public information, which will require an additional three Professional (1 P-5, 1 P-4, 1 P-3) and one General Service (Other level) support account posts. Headed by a P-5, this element will plan, coordinate, backstop and evaluate the public information/communications activities of field missions. These staff members will work collaboratively with other units of the Department of Peacekeeping Operations, the Department of Public Information, field offices and United Nations system partners. They will design and negotiate service packages and other forms of collaboration with partners within and outside the United Nations system to support public information in peace operations; and work with the Training Unit of the Department of Peacekeeping Operations and others in order to elaborate training and briefing programmes relating to public information. Two other Professional staff will prepare public information/communication strategies, as well as concepts of operation for specific missions; organize field surveys, analyse results and prepare recommendations and review public information plans and programmes in existing missions (P-4), and will research and plan for public information operations in the field, providing "troubleshooting", technical back-up and related information support at Headquarters for public information components in the field (P-3). One General Service staff member will provide administrative support.

Gender and peacekeeping

5.13 The third capacity required relates to gender and peacekeeping, for which a total of three new support account posts, two Professional (1 P-5, 1 P-3) and one General Service (Other level) will be required.

5.14 This element will be headed by a Senior Gender Adviser (P-5) who will provide the Under-Secretary-General and senior management with technical advice and expertise on gender issues. In addition, the incumbent will develop departmental policy on mainstreaming gender; direct and oversee the development of operational tools, guidelines, resources and capacity-building for gender mainstreaming throughout the Department; and direct and oversee monitoring and evaluation of gender mainstreaming. The creation of this capacity will also ensure that the Department has a more structured and effective ongoing interaction and cooperation with the Office of the Special Adviser on Gender Issues and Advancement of Women, the Division for the

Advancement of Women, the United Nations Development Fund for Women (UNIFEM) and other relevant bodies of the United Nations system. The Senior Gender Adviser would also brief senior mission officials on gender matters. The Senior Gender Adviser will be supported by a Gender Programme Support Officer (P-3), who will undertake research and collection of data on specific topics related to peacekeeping and gender; maintain working level contacts with entities of the United Nations system on gender issues; establish and maintain a network of external experts on gender, peace and security to provide technical advice for the Department as needed; collect and disseminate good practices and lessons learned on gender matters in peacekeeping. One General Service (Other level) staff currently approved for the Peacekeeping Best Practices Unit will provide administrative support in this area.

Resource Centre

5.15 The fourth element within the unit is the Resource Centre, which will require an additional support account post (P-3) for a librarian to head the Centre. The incumbent's functions will be to classify and categorize all existing materials in the Resource Centre; to maintain an up-to-date collection of all peacekeeping guidelines, procedures, manuals and related operational tools; to ensure that all relevant reports sent to various offices and units in the Department from field missions are consolidated within the Resource Centre. The librarian will also work closely with technical staff to establish the closed Internet site. One General Service staff (GS-OL) will provide support.

2. Executive Office

5.16 The Executive Office is responsible for providing a full range of financial, personnel and administrative support services for the Department. The office carries out human resources management functions for the staff of the Department of Peacekeeping Operations. This includes job classification, recruitment/placement, administration of entitlements, staff counselling and staff/management relations. The budgetary responsibilities include preparation of the programme and support account budgets, as well as financial management and reporting obligations in respect of the resources approved under these budgets, and of five trust funds, including the Voluntary Trust Fund for Assistance in Mine Action. Administrative support is also provided for the Department with regard to the planning and management of office space and accommodation, and related issues with respect to office equipment, furniture and environment.

5.17 The work of the Executive Office of the Department of Peacekeeping Operations is characterized by a number of distinct factors. Of particular effect has been the growth in the overall number of staff within the Department, and the consequent level of responsibilities relating to recruitment and administration. The staffing establishment of the Department of Peacekeeping Operations at Headquarters from all sources of funding (that is, Support account, regular budget and extrabudgetary resources) has grown from fewer than 300 in 1998 to a proposed strength of 628 in 2002. Over the past number of years, the office has had a heavy workload associated with the recruitment and placement of staff. However, it is accepted that, while this process is likely to continue during 2002, it will eventually recede. As such, no additional resources are being requested to deal with this projected workload issue, which will be dealt with through the use of general temporary assistance. The growth in the Department during this period does, however, entail a corresponding and sustained increase in workload in terms of administration of the Department's personnel. A second factor which implies a sustained workload for the office is the high turnover rate in the Department. This is firstly due to assignments to the field and also the fact that military and civilian police officers are seconded to the Department serve for a maximum specified term.

5.18 The Executive Office has inadequate staffing resources to handle the sustained increase in workload resulting from the additional support account posts authorized for the Department. Currently, the Executive Office has an approved staffing level of 11, including 5 Professional and 6 General Service staff. Given the required distribution of functions within the Office, this means that each of the 3 administrative assistants is responsible for the administration of approximately 165 staff members. Their responsibilities include the processing of personnel actions in relation to placement, promotion, contract extensions, conditions of service and issuance of letters of appointment; administration of overtime, attendance records, official travel and the maintenance of personnel files for all staff; monitoring of the contractual status of staff, seeking recommendations from supervisors and dealing with queries from staff on a daily basis. Given the complexities of these functions, the processing time involved, and the increased need for accuracy that direct entry into the Integrated Management Information System (IMIS) has necessitated, the workload associated with the administration of 165 staff members per administrative assistant is excessive. This results not only in staff having to work long hours, a situation which was highlighted by the external consultants, who recommended an additional five staff for the office, but also in an overly reactive handling of issues, with the most critical of functions being of necessity prioritized. In order to enable the Executive Office to provide timely and effective support for the Department in the areas of personnel and financial management, and general administrative support, an additional three General Service (Other level) posts are requested.

Upgrading of the post of Executive Officer

5.19 The growth in the Department of Peacekeeping Operations, with staffing levels doubling in the past four years, has already been highlighted. This has resulted in a commensurate increase in the responsibilities of the Executive Officer. However, the proposal for the upgrade of the position is also in recognition of the complexity of the position, which in large part results from the particular nature of the Department. One element of this is that, to deal with constantly changing demands and situations in the field, the Department has undergone a number of internal reviews and restructurings and will continue to implement significant changes to its management structure and culture over the next few years. The Executive Officer is integral to the implementation and management of this process. The incumbent also acts as principal adviser to the Under-Secretary-General on the Department's human resources, financial and budgetary issues. Moreover, the Executive Officer has certifying authority for five general trust funds, including the Voluntary Trust Fund for Assistance in Mine Action, which has annual expenditures in excess of $12 million. The incumbent is also responsible for articulating the Department's overall budgetary requirements for possible inclusion in the regular budget as well as in the Support account. The incumbent is also one of the Department's lead representatives before the General Assembly's expert and legislative committees during the budget review process. This responsibility is highlighted given the nature of the funding for the Department, whereby the majority of resources are provided on the basis of an annualized support account budget cycle. In addition, supplementary budgets can also be required, with three such supplementary budgets having been prepared in the past two years. The frequency of the budgetary process for the Department affects the level responsibility of the Executive Officer. For the reasons explained above, the position of Executive Officer in the Department of Peacekeeping Operations warrants reclassification from the P-5 to D-1 level.

Additional three Administrative Assistants (GS-OL)

5.20 It is estimated that, given the nature of the support functions involved, that each administrative assistant can only provide effective administrative support for approximately 100 staff members. Given a proposed overall strength of the Department of 628, this represents a requirement for six

administrative assistants, an increase of three over the current approved staffing. The functions of the requested posts are the following:

Administrative Assistant (General Service (Other level)): Responsibilities would include initiating and processing personnel actions for recruitment, transfers, special post allowance (SPA), promotion, etc.; maintaining attendance records and monitoring same, maintaining sick leave records for those staff members who have exhausted their entitlement; processing requests and preparing correspondence for officers' signature concerning deferred home leave, special leave without pay, maternity leave etc.; processing travel requests for official travel, removal and shipment of personal effects, home leave travel, education grant travel; preparing and processing special service agreements (SSA) for consultants and individual contractors; processing requests for external studies; calculating step and level on promotion or on granting of SPA.

Mine Action Service

Table 5.4 **Post requirements**

	1 July 2001 to 30 June 2002 approved staffing	*Proposed changes 1 Jan to 30 June 2002*	*Proposed revised staffing*
Support account for peacekeeping operations			
Professional category and above			
P-4/3	2	2	4
Subtotal	**2**	**2**	**4**
General Service category			
Principal level	-	-	-
Other level	1		1
Subtotal	**1**	-	**1**
Total	**3**	**2**	**5**

5.21 The United Nations Mine Action Service (UNMAS) is the focal point within the United Nations system for all mine-related activities. In this capacity, it is responsible for ensuring an effective, proactive and coordinated United Nations response to landmine contamination. In consultation with other partners, it establishes priorities for assessment missions, facilitates a coherent and constructive dialogue with the donor and international communities on the mine issue, and coordinates the mobilization of resources. It is also responsible for the development, maintenance and promotion of technical and safety standards; the collection, analysis and dissemination of mine-related information, including information on technology; for advocacy efforts in support of a global ban on anti-personnel landmines.

5.22 Currently, the activities of UNMAS in the area of peacekeeping includes programme level support to four peacekeeping missions (UNMEE, UNMIK, UNIFIL and UNAMSIL), contingency planning for assistance to other missions, including MONUC and MINURSO, as well as additional support to UNFICYP, UNDOF, UNTSO, and UNOMIG. Furthermore, all mine-affected missions receive

support in areas such as quality management, information management, mine awareness and technical assistance.

5.23 These commitments clearly require resources over and above the current level of support account funded capacity (2 P-3 and 1 GS (OL) post). The shortfall has restricted the ability of UNMAS in certain areas, including the development of guidelines, standard operating procedures and tools for operational and financial management; monitoring and evaluation of new and existing programmes and projects; enhancement of information management tools and mechanisms; full integration of new and existing technologies; development of appropriate training and evaluation materials for troop-contributing countries; and implementation of an emergency response plan and development of required supporting infrastructures.

5.24 In recognition of the importance of its activities, the level of autonomy, and its responsibilities in the area of fund-raising, the Secretary-General recommended the upgrading of UNMAS to Division status (see A/55/977, para. 173). It is proposed to upgrade to the Director level the post of chief of service that is funded by extrabudgetary resources. The concurrence of the ACABQ with this proposal is being sought in accordance with General Assembly resolution 35/217 of 17 December 1980.

5.25 The Secretary-General in his report also highlighted the fact that UNMAS did not properly belong together with the Field Administration and Logistics Division. Consequently, the Secretary-General recommended that the upgraded Mine Action Service be relocated from the Office of Logistics Management and Mine Action to the proposed Office of Military/Civilian Police Affairs and Mine Action. However, in view of the recommendation of the Special Committee on Peacekeeping Operations that the Secretary-General further elaborate on the case for a third Assistant Secretary-General for the Department, it is proposed that the Mine Action Service will report directly to the Under-Secretary-General.

5.26 As highlighted above, the current level of staffing, which has been satisfactory since the creation of UNMAS in 1997, does not reflect current workloads within the Service in relation to its support for peacekeeping operations. It also means that UNMAS does not have capacity to conduct the required level of planning, evaluation and coordination with other elements of the Department of Peacekeeping Operations to enable full integration with relevant planning and implementation entities at each stage of the mission development process. Two additional Professional posts are therefore proposed: a planning officer (P-4), who would provide coordination and direction of the UNMAS operational planning process in support of peacekeeping operations, and a programme officer (P-3), whose responsibilities would include contingency planning for mine action assistance to proposed missions and the preparation and conduct of assessment, technical and fact-finding missions.

B. Office of Operations

Table 5.5 **Post requirements**

	2002-2003 proposed staffing	*Proposed changes*	*Proposed revised staffing*
Regular budget			
Professional category and above			
Assistant Secretary-General	1	-	1
D-2	3	-	3
D-1	3	-	3
P-5	2	-	2
P-4/3	5	-	5
Subtotal	**14**	**-**	**14**
General Service category			
Other level	5	-	5
Subtotal	**5**	**-**	**5**
Total	**19**	**-**	**19**

	1 July 2001 to 30 June 2002 approved staffing	*Proposed changes 1 Jan to 30 June 2002*	*Proposed revised staffing*
Support account for peacekeeping operations			
Professional category and above			
D-1	2	-	2
P-5	7	1	8
P-4/3	24	8	32
P-2/1	4	-	4
Subtotal	**37**	**9**	**46**
General Service category			
Other level	15	4	19
Subtotal	**15**	**4**	**19**
Total	**52**	**13**	**65**
Grand total	**71**	**13**	**84**

5.27 The Office of Operations is responsible for the provision of day-to-day executive direction and guidance for peacekeeping operations in the field, fulfilling the Secretary-General's reporting obligations on peacekeeping operations to the Security Council and overseeing the planning process for peacekeeping operations. In doing so, the Office coordinates and integrates inputs from

other offices within the Department of Peacekeeping Operations, as well as from other departments, agencies, funds and programmes.

5.28 As noted in the report of the Secretary-General on the Implementation of the recommendations of the Special Committee on Peacekeeping Operations and the Panel on United Nations Peace Operations (A/55/977, para. 92), the Office of Operations has historically had only one or two desk officers per peacekeeping operation, with some desk officers covering even more than one mission at a time. These officers are at the core of the operational and substantive support functions of the Department, all of which require extensive liaison and coordination with offices and peacekeeping partners within and outside the United Nations system. The level of current staffing cannot provide adequate support, in all of these aspects, simultaneously for the field, the Office of the Secretary-General, the Under-Secretary-General, the Security Council, the troop and police contributors or other Member States. Desk officers are therefore obliged to make unacceptable compromises among competing demands. As a result, support to field missions and Member States suffers, and tasks with a medium- or long-range focus are neglected to meet immediate needs.

5.29 The main concern of the Office of Operations, therefore, is the need to enhance its ability to perform the above functions, and to have at least a minimum capacity for surge activity. In particular, mid- and long-term strategy and policy development require more attention, as well as daily coordination and integration functions. This will become even more important in the light of the critical role that the Office of Operations will play in initiating and sustaining integrated mission task forces. Desk officers must also be able to devote more time to assistance visits to the field. Finally, there is a need for greater interaction with the members of the Security Council and troop and police contributors in a more sustained manner at all stages of mission planning and support. In addition to strengthening its operational and political support functions, the Office of Operations must also improve internal management and capacity-building, primarily in three areas. Firstly, the Office needs to develop the necessary manuals and standard operating procedures to guide the work of desk officers and of political affairs and related components in the field in order to ensure the quality and consistency of outputs. Secondly, as pointed out in the comprehensive review, a knowledge management and briefing capacity needs to be created within the Situation Centre, involving the central collection and archiving of all relevant information about each peacekeeping mission. Thirdly, the area of staff development and training must be strengthened. This will involve both the identification of training opportunities and ensuring overall staffing levels which will allow for participation in such training. The comprehensive review has also highlighted the need to improve the overall internal management capacity within the Department, and this will require strengthening of the front office of the Assistant Secretary-General.

5.30 With the additional support provided by the 12 posts approved in December 2000, which increased the approved staffing of the Office to 71, the Office of Operations is building teams of political affairs officers, each of which will cover between one and three missions, depending on the complexity of the operations involved. The largest missions, such as UNAMSIL, MONUC, UNTAET and UNMIK, would be supported by a team of four desk officers, consisting of a senior political affairs officer who would focus on planning, policy development and liaison with Member States; two mid-level officers to focus on daily operational guidance, correspondence and internal coordination requirements, and a junior officer to focus on information analysis and dissemination, including the preparation of briefing materials. Less demanding missions are being grouped together and overseen by a team of two to three desk officers to provide sufficient depth in coverage and, where possible, to strengthen an integrated approach at the subregional level, for example, through the UNIFIL/UNDOF/UNTSO team.

5.31 A total of five additional political affairs officers are requested for the Office of Operations, three posts (1 P-4 and 2 P-3) for the Africa Division, one P-4 post for the Asia and Middle East Division

and one P-5 post for the Europe and Latin America Division to (a) further improve coordination of mission planning and support activities throughout the Department as well as with partners in and outside the United Nations system; (b) provide better operational and political guidance for the field, including more frequent assistance visits; (c) enhance substantive support for senior officials in the Department and the Office of the Secretary-General; and (d) strengthen and increase interaction with the Security Council, troop and police contributors and other Member States.

5.32 The Office of the Assistant Secretary-General currently comprises a Special Assistant (P-5), a civil affairs officer (P-5) and a political affairs officer (P-3), as well as an associate political affairs officer (P-2) approved in December 2000. In the light of the proposals for the establishment of a criminal law unit in the Civilian Police Division, it is intended that the post of civil affairs officer (P-5) in the front office be redeployed to the Africa Division as a post for a senior political affairs officer. Similarly, the post of associate political affairs officer at the P-2 level will be redeployed to support the work of the Situation Centre. In order to strengthen managerial processes throughout the Department, an additional post at the P-4 level is required in the Office of the Assistant Secretary-General whose functions will include: (a) strengthening the management of the Office of Operations in cooperation with the Office of Management, (b) addressing cross-cutting substantive issues and reports, and (c) coordinating day-to-day administrative tasks. This staff member will also prepare briefing notes for the Under-Secretary-General, as well as the Office of Operations input for briefing notes for the Secretary-General and Deputy Secretary-General.

5.33 In addition to the specific posts highlighted above, additional General Service staff are required to support the work of the office. The Office of Operations has experienced a growing gap between the numbers of professional and support staff, which affects its efficiency. The functions of support staff have tended to increase in scope and volume in recent years. They now fulfil a broad range of secretarial and administrative functions in ensuring an effective information flow within and among offices, processing of correspondence, and interacting with a variety of offices and external contacts. Consequently, four additional General Service (Other level) posts are proposed, one for the Office of the Assistant Secretary-General, and one for each of the three regional divisions.

5.34 The Situation Centre currently comprises 15 Professionals and three General Service staff. The Professional posts are: chief (D-1), deputy chief (P-5), and 13 operations officers in the duty room (at P-4 and P-3 level). The Situation Centre, which works in 12-hour shifts, is responsible for 24-hour monitoring of developments in field missions of the Department of Peacekeeping Operations and other areas of interest, maintaining communications with missions at all times, collecting and disseminating information through daily reports and providing crisis management capabilities. The Automation Support Unit, staffed by one computer systems information officer (P-3) and a technical assistant (GS, OL), is responsible for the development and maintenance of the technical support system and the training of staff.

5.35 The Situation Centre is envisioned to play a more active role in addressing the lack of integrated management information in the Department (see A/55/977, paras. 106-108). The Centre will therefore be strengthened to serve as a repository of factual information specific to peacekeeping operations and to prepare comprehensive fact sheets in support of the Department's reporting requirements to legislative organs and troop contributors. In this regard, a new post of information management project officer (P-4) would be established with responsibility for coordinating the implementation of a knowledge management system, to be used by the Department, based on the automated and improved collection and archiving of information related to field missions. At the same time, the briefing and information dissemination capacity of the Centre would be strengthened through the establishment of two additional posts of operations officers (P-3). One of the new posts would be dedicated to developing and assisting in the use of visual tools for presentations, briefings and reports, and for preparing and updating maps related to all areas of

interest of the Department of Peacekeeping Operations; the other operations officer would be responsible for maximizing the use of existing online information sources and for maintaining and improving the information flow of documents and reports between the Situation Centre and the other units of the Department. Further assistance to the office in meeting its enhanced role will be provided through the transfer of one post (P-2) from the Office of the Assistant Secretary-General. This position will be responsible for the compilation and preparation of briefing materials, including maps, for senior managers to assist them in their presentations to the Security Council and troop-contributing countries.

C. Office of Mission Support

Table 5.6 **Post requirements**

	2002-2003 proposed staffing	*Proposed changes*	*Proposed revised staffing*
Regular budget			
Professional category and above			
Assistant Secretary-General	1	-	1
D-2	1	-	1
D-1	1	-	1
P-5	2	-	2
P-4/3	5	-	5
P-2/1	5	-	5
Subtotal	**15**	**-**	**15**
General Service category			
Other level	11	-	11
Subtotal	**11**	**-**	**11**
Other categories			
Total	**26**	**-**	**26**

	1 July 2001 to 30 June 2002 approved staffing	*Proposed changes 1 Jan to 30 June 2002*	*Proposed revised staffing*
Support account for peacekeeping operations			
Professional category and above			
D-2	-	1	1
D-1	3	1	4
P-5	10	6	16
P-4/3	135	28	163
P-2/1	5	1	6
Subtotal	**153**	**37**	**190**
General Service category			
Principal level	11	3	14
Other level	115	26	141
Subtotal	**126**	**29**	**155**
Total	**279**	**66**	**345**
Grand total	**305**	**66**	**371**

5.36 As outlined in paragraphs 183 and 184 of recommendations of the report of the Secretary-General on implementation of the recommendations of the Special Committee on Peacekeeping Operations and the Panel on United Nations Peace Operations (A/55/977), the Office of Logistics, Management and Mine Action will be reorganized and renamed the Office of Mission Support. The role of the Office of Mission Support is to provide peacekeeping missions with timely, cost-efficient and effective administrative and logistical support throughout their life-cycle preparation, start-up, sustainment and liquidation. The core functions of the Office of Mission Support are to provide direction and overall coordination of all management, administrative and logistics support activities for field missions, including staffing, administration, finance and procurement and to liase with and conduct negotiations with Member States and other organizations regarding the administrative modalities of their contributions to peacekeeping operations.

5.37 The report of the Panel on United Nations Peace Operations and the comprehensive review have highlighted a number of areas where improvements could be made. These are highlighted throughout this section, as well as the related additional requirements. In analysing the staffing requirements, it is also considered essential that, given the fluctuating demands of peacekeeping operations, surge capacity should be retained in the Office of Mission Support. This can be done by providing an adequate level of resources to address the current situation, thereby providing a degree of flexibility to manage and absorb sudden increases in the workload. The comprehensive review highlighted as one of the main problems the fact that the staff were already at the limit of their capacity and therefore were unable to deal with additional tasks. In order to enhance the provision of support by Headquarters for the field, overall management needs to be strengthened through planning, streamlining policies and procedures, improving communication and monitoring, as well as an increased emphasis on training. In order to achieve this objective, 66 additional posts (37 Professional and 29 General Service posts) are requested for the Office of Mission Support: one post for the Office of the Assistant Secretary-General for Mission Support; 53 posts for the

Administrative Support Division; and 12 posts for the Logistics Support Division. The detailed requirements are outlined within the respective parts of this submission.

5.38 In recognition of the range of its responsibilities, and their magnitude, the tasks of the Field Administration and Logistics Division are to be divided among two Divisions, the Administrative Support Division and the Logistics Support Division, to ensure proper oversight at a sufficiently senior level and to more closely align the Headquarters structure with that of the field. The Mine Action Service will also move and will henceforth report directly to the Under-Secretary-General.

Office of the Assistant Secretary-General

5.39 The Office of the Assistant Secretary-General for Mission Support is responsible for the elaboration and execution of policies and procedures for the support of field missions; for the overall direction and coordination of the substantive work of the Office of Mission Support; the development and coordination of plans for all peacekeeping operations and other field missions; contributing to the development of concepts of operation and preparation of operational plans for all peacekeeping operations; coordinating and developing administrative and financial procedures and processes; maintaining close contact with personnel in the field, monitoring serious problems when they arise in peacekeeping operations and providing appropriate guidance and backstopping for the resolution thereof; monitoring the deliberations of legislative bodies of the United Nations; and maintaining liaison and contacts with permanent missions and Secretariat departments regarding their contributions to peacekeeping operations and other field missions.

5.40 The Assistant Secretary-General for Mission Support currently oversees more than 300 staff members at Headquarters and is responsible for the management and oversight of the support and administration of 15 peacekeeping missions and other field offices with an authorized strength of approximately 60,000 military, civilian police and civilian personnel and $2.9 billion in financial resources.

5.41 The comprehensive review has identified the need for enhancements within the Office of the Assistant Secretary-General to ensure that it has adequate capacity to meet the demands and requirements of both the Office and the field missions, capability for identifying the policies, tools and capacities needed for future peacekeeping operations, and capable of ensuring effective integration of activities within the Office of Mission Support and the Department. The need for an even greater level of contacts with both Member States and with field mission was also apparent. Additional recourses are also required to strengthen the areas of management, policy planning and analysis capability. This pertains not only to the overall strengthening of management procedures, which is being undertaken on a Department-wide basis, but also to the need to include capacities for handling change management, which is required to effectively implement the approved recommendations of the Panel and the comprehensive review regarding the operations of the Office of Mission Support, and the integration of planning and policies.

5.42 In order to assist the Assistant Secretary-General, one additional post is required, for a Senior Policy Planning and Analysis Officer (P-5). This post will provide the Assistant Secretary-General with advice and support in order to facilitate the change management and reform required in the implementation of approved recommendations of the Panel and the comprehensive review. In this regard, the incumbent will develop and maintain a monitoring methodology to ensure the implementation of reform initiatives; assist all Services of the Office of Mission Support to develop appropriate performance indicators; as required, conduct management reviews to evaluate the effectiveness of support policies in field missions; oversee the implementation of cross-cutting policy issues (such as HIV/AIDS); and assist the Services in developing policies, procedures and business processes in consultation with the appropriate Offices in the Department of Management; and report regularly to the Assistant Secretary-General on the progress made in the reform

measures and initiatives. This individual will also interact with the Director of Management in respect of internal management issues within the Department.

1. Administrative Support Division

Office of the Director

5.43 The Administrative Support Division is responsible for the direction, planning and management of the personnel deployment and administration of mission staff and the financial management of peacekeeping operations. The Division consists of the Office of the Director, the Personnel Management and Support Service and the Finance Management and Support Service.

5.44 The Office of the Director will coordinate and manage the activities of the Personnel Management and Support Service and the Finance Management and Support Service, providing vision and direction, managerial oversight, policy review and planning. It will also provide the Office of the Assistant Secretary-General with advice and guidance in its areas of responsibility and serve to promote communication and internal coordination among various Divisions and Offices within the Department. Three additional posts are requested to establish the new Office of the Director. The functions of the posts requested are the following:

Director, Administrative Support Division (D-2)

(a) The incumbent will provide overall management, vision and coordination for the work of the Division. This involves the initiation of reviews of the regulatory framework, including policies, processes and procedures; review and approval of the final product stemming from the various initiatives to enhance the capacity and preparedness of the Division to mount field operations and manage them efficiently; liaison with the Department of Political Affairs in connection with the operations under that Department's responsibility, with other entities outside the Department of Peacekeeping Operations and with the Member States and legislative bodies, and participation in intergovernment meetings. The Director manages the resources of the Division, ensures that accountability and internal control measures are in place, and establishes and reviews requirement for programme monitoring and evaluation. The Director acts as a focal point for coordination and integration of activities undertaken by the Finance Management and Support Service and the Personnel Management and Support Service, especially where required for resolution of issues that are cross-cutting to their responsibilities and have implications for all peacekeeping operations.

Administrative Management Officer (P-4)

(b) This individual will support the work of the Director, with particular responsibility for the review and evaluation of administrative and management policies and procedures as referred by the Director of the Division. The incumbent will serve as a liaison between the Headquarters offices and the field on policy matters and problem areas; prepare briefing notes for the Director; coordinate preparation and provide input to various reports related to the administration and management of peacekeeping missions.

Administrative Assistant (GS-OL)

(c) One General Service staff member will support the administration of the Office of the Director.

(a) Personnel Management and Support Service

5.45 The Personnel Management and Support Service (PMSS) is responsible for anticipating, identifying and meeting the civilian personnel requirements of field missions and for ensuring their efficient deployment, management and administration.

5.46 The importance of strengthening the Department's human resources function was noted in the report of the Secretary-General, which echoed the remarks of a member of the External Review Board that "all reform would be irrelevant if the Department did not get this critical function right". The comprehensive review has recommended a number of new initiatives aimed at strengthening the human resources management function. Principal among these are the development of a global staffing strategy, the restructuring of the Field Service category, the revision of conditions of service for field personnel, the establishment of a human resource planning entity, enhanced training and career management, expanded sources of recruitment, and further delegation of authority to the field. Accomplishing these new initiatives will require a significant increase in the Service's current staffing levels.

5.47 In particular, two key capabilities need to be created and staffed. The first is with regard to training of staff. For a variety of reasons, including the premise that field missions are temporary operations, this has been approached on an ad hoc basis, with no central planning or coordination of training initiatives conducted by field missions and the various Services within the Department. It is clear that training for field staff needs to be institutionalized to address the critical shortfall in key administrative areas. The capacity to systematically plan, integrate and execute training programmes for civilian staff is essential for building and maintaining a core of highly qualified, multi-skilled staff for missions.

5.48 The second required capability is the creation of a new human resources planning entity that will provide for succession planning, continuous reassessment of skills requirements and managing and maintaining a roster of pre-vetted candidates as well as maintaining a roster for start-up and standby capacities. It will also enable the monitoring of various human resource trends and will include gender expertise to improve equitable gender and geographical distribution in recruitment strategies. In addition, new capabilities are needed to create a meaningful career path for the next generation of peacekeeping leadership by more systematic management of their career development and training. Information management systems also need to be better planned and coordinated so as to facilitate and support the implementation and management of electronic rosters and planning databases.

5.49 To enable the Service to meet those needs that have been clearly identified as requiring additional attention, and to staff the new capacities envisaged for PMSS, an additional 37 posts, 17 Professional and 20 General Service are required to supplement its current approved staffing of 86 posts.

Office of the Chief

5.50 The Office of the Chief provides overall direction, management and coordination of the work of the Service. The Office of the Chief develops direction, supervises and integrates the Service's activities, develops policy, responds to audit observations and recommendations, and systematically monitors field practices and delegated authority, including recruitment authority. As indicated above, it is proposed that the Information Management Unit, currently part of the Administration and Information Management Unit, be transferred to the Office of the Chief. The Information Management Unit would be responsible for coordinating the information technology requirements of the service, and in particular for defining requirements and enhancements to the PMSS elements of the Intra/Internet roster, the "Galaxy" project, Integrated Management

Information System (IMIS), Field Personnel Management System (FPMS) and other electronic systems for sharing information and monitoring delegation of authority in the field. The Unit will also be responsible for maintaining personnel records and archival systems.

5.51 In recognition of the magnitude of the responsibilities of the Service, as well as the additional demands involved in the implementation the recommendations of the comprehensive review, a post for a Deputy Chief (at the P-5 level) is requested. In addition, one P-3 post is required for the monitoring of the delegation of authority to the field and two positions are needed to define evolving information technology requirements and assist in the development, and ongoing system support maintenance of the "Galaxy" roster, one P-3 and one General Service (Other level). In order to cope with the growing workload of personnel filing associated with a 90 per cent increase in field staffing levels combined with an effort to address the current filing backlog, two additional General Service (Other level) posts are requested for registry assistants. The functions of each of the requested posts are described below:

Deputy Chief, PMSS (P-5)

(a) The incumbent will assist the Chief, Personnel Management and Support Service in providing day-to-day management of the Service, monitors the implementation of management and policy decisions across PMSS functional sections/units, advises the Chief of Service on personnel and management issues, develops operational policies and procedures for the Service, coordinates the work of the various Sections and maintains an overview of the work of Service, acts as officer-in-charge in the absence of the Chief of Service.

Administrative Management Officer (P-3)

(b) The incumbent facilitates the delegation of authority to field missions by developing policy guidelines on authorities delegated to field missions and by establishing appropriate monitoring mechanisms. The incumbent coordinates, revises and updates electronic policy guidelines for field missions; consults with the Peacekeeping Strategic Planning Unit on development and dissemination of standard operating procedures, monitors the application of policies and practices in field missions; develops and implements reporting systems; visits field missions to conduct internal reviews and inspections of mission practices; and ensures uniform application of policies by field missions.

Computer Information Officer (P-3)

(c) The incumbent provides input into the development of the PMSS/Department of Peacekeeping Operations modules of the Galaxy system, including system analysis and design of new functionalities; participates in the system testing, deployment and implementation of the system; defines user requirements; prepares guidelines, training and implementation materials for field mission use; plans system enhancements; prepares system standard operating procedures; participates in other departmental information technology projects.

Computer Information Systems Assistant (General Service (Other level))

(d) Under the direct supervision of the Computer Information Systems Officer, the incumbent provides technical support for the Galaxy system, and assists in the development, deployment, testing, training, maintenance and implementation of the system.

Registry Assistant (General Service (Other level)) (2 posts)

(e) Under the overall supervision of Registry Supervisor, the incumbent codifies, classifies and files documents; opens new personnel files and archives inactive files; establishes and maintains record system of file movements; searches for and extracts files upon request.

Civilian Training Section

5.52 To address the critical shortfall of qualified staff in key areas and to ensure the continued availability of the skills required to effectively manage the components of complex peace operations, training must be systematically planned, developed, delivered and integrated into other strategies and systems such as career development and human resource planning. A dedicated entity needs to be established which would institutionalize training for civilian personnel and to centralize the training activities of the Department, including specialized logistics training. It is proposed that a Civilian Training Section be created to meet these objectives. Two currently approved P-3 posts within PMSS, one in the Office of the Chief, and one in the Staffing Support Section will be redeployed to this newly created Section. In addition, the Civilian Training Section will require a further five posts as follows:

Chief, Civilian Training Section (P-5)

(a) This individual will be required to plan and organize the work of the new Section and in coordination with the Office of Human Resources Management, develop training strategies, integrate training initiatives with other human resource strategies, determine priorities, develop training policies, identify training requirements and evaluate the effectiveness of training programmes;

Training Officer (P-4)

(b) The incumbent will be required to coordinate mission training activities, prepare annual training plans and schedules, develop training programmes aimed at enhancing leadership and managerial competencies and upgrading technical and substantive skills, design and execute training programmes for start-up and standby teams, conduct assessments of training programmes, capture best practices and propose improvements in training initiatives;

Training Officer (P-3)

(c) The incumbent will be required to design mission-readiness workshops and training programmes for newly appointed staff, design programmes for staff development, including distance learning, self-study and other sources of learning, review mission training plans to ensure consistency with training policies, objectives and priorities, and prepare and monitor training budgets;

Administrative Assistant (General Service (Other level)) (2 posts)

(d) Two additional General Service posts are required to provide administrative support, organize training material, perform data entry and maintain training records and files.

Human Resources Management and Development Section

5.53 As noted by the Panel on United Nations Peace Operations, and as reiterated the comprehensive review, the need for a global staffing strategy, long-term planning and career development must be seriously addressed in order to meet the current and future needs of peacekeeping operations. In line with the recommendation of the Panel on United Nations Peace Operations, the Department of

Peacekeeping Operations recently convened a task force consisting of experts from throughout the United Nations system to develop a global staffing strategy, which provided the conceptual outline of the staffing strategy, the resources required and a potential timeline for its implementation. Elements of the staffing strategy include the development of a transparent system of recruitment and the creation of a core standby capacity as a main component of advance planning. To realize this strategy, it is proposed that a Human Resources Management and Development Section be created.

5.54 The Office of the Chief of the Human Resources Management and Development Section will manage the new initiatives and spearhead the critical elements of the global staffing strategy. The Section will be responsible for mid- and long-term planning, including succession planning, developing mission modules/templates, determining staffing tables and levels, anticipating future skills requirements, analysing and monitoring human resource trends, identifying new sources of recruitment, and managing the civilian rapid deployment capability. The Section will be responsible for processing applications through the Intra/Internet system, interviewing candidates, performing reference checks and maintaining the roster of pre-vetted and pre-screened candidates. The Section would also be responsible for managing the careers and mobility of mission staff, particularly those in the Field Service category, and ensure due regard to gender issues in all aspects of career development and planning.

5.55 Initially, there will be a peak period of activity as the Section begins to implement the new initiatives. Where additional resources of a temporary nature are required at the start-up, these will be met through available general temporary assistance funds. The additional posts being requested in this submission are required for regular, long-term functions at an anticipated baseline workload. As this is an entirely new function, it is estimated that a total of 20 posts will be needed to meet the work demands of this Service: four existing posts (2 Professional and 2 General Service posts) will be transferred from the Staffing Support Section and 16 new posts (9 Professional and 7 General Service) are being requested.

5.56 The staffing requirements for the Section are as follows: a Chief of Section (P-5), four human resource officers (1 P-4 and 3 P-3) supported by three General Service will be responsible for mid- and long-term staff planning, creating mission templates, managing the civilian rapid deployment capacity, including start-up and standby teams, forecasting mission staffing requirements, expanding new sources of recruitment with emphasis on targeting women and candidates from the developing world, broadening advertising and communication campaigns, conducting active recruitment drives, and analysing and monitoring human resource trends and the global human resource market. An additional two human resource officers (1 P-4, 1 P-3) and two General Service staff, are required to manage succession planning, mobility and rotation, provide career counselling, identify skill capacities/deficiencies and manage staff development. In order to populate, maintain and manage the Intra/Internet roster as well as the eminent persons roster to serve the senior appointments group, the Section will need to retain two recruitment officers (1 P-3 and 1 P-2) and 2 General Service staff who will be redeployed from the Staffing Support Section. In addition, two further recruitment officers (1 P-4, 1 P-3), one principal level General Service post (GS-PL) and one General Service (GS-OL) will be needed to manage the rosters, interview candidates and perform reference checks. Currently, there are approximately 4,000 applications waiting to be reviewed and processed, and 100 to 150 applications are received daily. While the Intra/Internet application will perform basic filtering, recruitment officers will still be required to further filter applications and ensure correct evaluations. The functions of the posts requested are the following:

Office of the Chief

(a) Chief of Section (P-5): plans, directs, organizes and supervises the work of the Human Resource Management and Development Section; manages the critical elements of the global staffing strategy; develops strategies for human resource planning; contributes to the development of policies on career management and mobility; monitors the implementation of the Intra/Internet roster; coordinates and forms partnerships with counterparts in United Nations and external organizations and agencies to expand sources of recruitment; integrates the Section's plans and strategies with other organizational development efforts and overall Secretariat reform initiatives; contributes to ensuring equitable gender distribution and integrates gender perspective into human resource plans and strategies.

Human Resource Planning Unit

(a) Human Resources Officer (P-4). Under the supervision of the Chief of the Human Resource Management and Development Section, the incumbent heads the Human Resource Planning Unit; develops and executes mid- and long-term human resource planning; assesses the types and availability of skills required for peacekeeping missions; identifies developmental needs so that training initiatives can appropriately address them; participates in technical survey teams for new missions.

(b) Human Resources Officer (P-3). Under the supervision of the Chief, Human Resource Planning Unit, the incumbent designs mission staffing tables; forecasts mission requirements; manages the civilian rapid deployment capacity, including start-up and standby teams; institutionalizes agreements with agencies and organizations and drafts appropriate memoranda of understanding.

(c) Human Resources Officer (P-3). Under the supervision of the Chief, Human Resource Planning Unit, the incumbent analyses statistical data on human resource trends; prepares reports with analytical information on human resource issues; monitors the global human resource market and assesses global availability of critical skills; identifies skill capacities/deficiencies and forecasts future skill requirements.

(d) Human Resources Officer (P-3). Under the supervision of the Chief, Human Resource Planning Unit, the incumbent explores and expands new and non-traditional sources of recruitment, specifically targeting women and candidates from the developing world, coordinates communications and advertising campaigns and activities; attends job fairs; organizes recruitment drives.

(e) Administrative Assistant (General Service (Other level)) (3 posts). Under the supervision of the Chief, Human Resources Planning Unit, the incumbent maintains database of personnel records relating, inter alia, to staff members' performance, demographics, skills, education and training; maintains rosters of standby and start-up teams and the eminent persons roster to service the senior appointments committee, assists in verifying the availability of standby personnel with Governments, agencies and other organizations; extracts statistics and information from databases for use in analysis; researches files, databases, web sites and other sources to obtain information and data; general administrative support; drafts non-substantive correspondence; prepares documents, charts and reports using word-processing and spreadsheet applications.

Career Management Unit

(a) Chief, Career Management Unit (P-4). Under the direction of the Chief, Human Resources Management and Development Section, the incumbent heads the Career Management Unit.

The incumbent formulates, plans, designs and implements and evaluates the career management and mobility of mission personnel, including those in the Field Service category; designs career paths; develops policies; recommends assignments and career moves; participates in promotion reviews.

(b) Human Resources Officer (P-3). Under the supervision of the Chief, Career Management Unit, the incumbent manages the mobility and rotation of field personnel; develops policy guidelines on the movement of mission personnel; formulates and implements succession planning for mission personnel; designs occupational and career paths, manages careers and placement, provides career counselling, identifies training requirements for staff development, participates in promotion reviews, promotes gender equity in career management.

(c) Administrative Assistant (General Service (Other level)) (2 posts). Under the supervision of the Chief, Career Management Unit, the incumbents provide general administrative support; maintain personnel database records of individuals' mobility, skills, training, education, job history; search databases and extract information for use by human resource officers in formulating succession plans, managing mobility and identifying training needs.

Roster Management and Maintenance Unit

(a) Chief, Roster Management and Maintenance Unit (P-4). Under the direction of the Chief, Human Resources Management and Development Section, the incumbent heads the Roster Management and Maintenance Unit. The incumbent plans, organizes, supervises and evaluates the roster management and application process; ensures due regard to gender distribution; develops standard operating procedures for processing applications, interviewing and validating candidates prior to inclusion in the roster.

(b) Human Resources Officer (P-3). Under the supervision of the Chief, Roster Management and Maintenance Unit, the incumbent drafts vacancy announcements, analyses and evaluates electronic applications, interviews candidates, assesses suitability, conducts competency assessments, includes candidates in the pre-vetted roster, and performs active searches for new recruits with particular emphasis on attracting women candidates and applicants from the developing world.

(c) Senior Human Resources Assistant (General Service (Principal level)). Under the supervision of the Chief, Roster Management and Maintenance Unit, the incumbent conducts reference checks of applicants, validates academic qualifications, assists in the preparation and posting of vacancy announcements; supervises and trains other General Service Recruitment Assistants.

(d) Human Resources Assistant (General Service (Other level)). Under the supervision of the Chief, Roster Management and Maintenance Unit, the incumbent scans paper applications into the Intra/Internet roster, ensures completion of information, contacts applicants and arranges interviews.

Recruitment and Placement Section

5.57 To enhance transparency in the recruitment process, the functions of interviewing and rostering will be separated from the actual selection and recruitment of staff. The Human Resources Management and Development Section will be responsible for interviewing applicants and maintaining the roster of civilian staff. The Section will continue to be responsible for initiating recruitment action, conducting roster searches, selecting and recruiting staff, determining grades, monitoring posts and vacancies, and arrange travel of staff to field missions. Recruitment demands

continue to rise with an increase in mission activities and an average turnover rate of approximately 15 per cent. Of the 5,688 authorized international posts in field missions, 1,043 currently remain vacant. Continued efforts are being made to expand the delegation of recruitment authority to field missions once necessary conditions are in place, including appropriate monitoring mechanisms. The Section is also responsible for the travel of civilian and military/civilian police personnel, which is another area of increased workload over the past few years.

5.58 To meet current work requirements and to ensure that the vacancy rate in field missions is reduced, the existing P-5 post of Chief, Recruitment and Placement Section, will be retained to coordinate and lead the recruitment element of PMSS. While the Section currently comprises 42 posts, as part of these proposals, five posts are to be redeployed to other Sections within PMSS: two Professional (1 P-3 and 1 P-2) and two General Service (Other level) posts will be moved to the newly established Human Resources Management and Development Section, while one P-3 post will be reassigned to the Civilian Training Section.

5.59 The Recruitment and Placement Section will need to retain the four professional staff and the two General Service posts approved in December 2000 in order to manage the current workload. After taking into account future plans for further delegating recruitment authority to field missions, the remaining 9 Professional posts and 23 General Service (Other level) posts will also be retained to support the recruitment and travel process. In order to assist in the roster search, one new (General Service (Other level)) post for a Recruitment Assistant is required, while three additional General Service posts (General Service (Other level)) are needed to deal with the increased workload in the travel area and to improve the efficiency and quality of the travel service provided for military/civilian police personnel and personnel travelling on official business as well as to improve the efficiency of the processing of claims for reimbursement of travel and excess baggage costs from Member States. To clear the backlog of travel claims and to ensure a sustained capacity for efficient settlement of such claims, one additional Senior Claims Assistant post (General Service (Principal level)) is requested. Details of the functions of the additional posts requested are as follows:

(a) Senior Claims Assistant (GS-PL). Under the supervision of the head of the military/civilian police team, the incumbent is responsible for processing travel claims submitted by Member States in accordance with United Nations rules and regulations; determines entitlements and calculates payments, liaises with permanent missions to obtain and exchange information, prepares correspondence, reports and statistics; participates in developing and revising procedures and practices; maintains files and records.

(b) Recruitment Assistant (GS-OL). At the request of Recruitment Officers, performs roster searches for candidates according to job specifications, qualifications, experience and other criteria and extracts profiles of potential candidates.

(c) Travel Assistants (3 GS-OL). The incumbent arranges the travel to the field of military observers, civilian police and other officials; prepares travel authorizations; obtains visas and travel documents; provides travel and medical information to travellers; drafts arrival notifications.

Administration Section

5.60 The Administration Section is responsible for the personnel management of the conditions of service of field staff. This includes administering contracts, salaries, allowances and benefits; conducting promotion reviews; oversight of performance management in the field; reviewing disciplinary/appeals cases; arranging medical evacuations; processing compensation claims for

death and disability; and providing policy advice and guidance for field missions, particularly in areas which have been delegated to the field.

5.61 The Section is not adequately resourced to efficiently manage even the basic functions of processing appointments and ensuring that staff are paid on time. The number of field staff, which the Section administers has nearly doubled, increasing from 2,428 staff on board in November 1999 to 4,645 staff as of June 2001. This 91 per cent increase in staff over the past 18 months directly impacts on the work of the Administration Section, as all actions relating to the staff members' salaries, allowances, benefits, appointments, and post incumbencies must currently be processed through IMIS at Headquarters. Delays in processing contracts and entitlements will inevitably occur when the volume of work exceeds the resources available. Management consultants, after visiting field missions, noted the hardship experienced by staff because of delayed payment of salaries and allowances, and highlighted the need to develop initiatives to address quality of life issues and the safety and security of mission staff. The Section is currently focused on providing basic personnel support and has virtually no capacity to develop proactive initiatives of reforming and improving conditions of service of staff in the field. The Section is seeking to create and maintain an adequate baseline staffing level, which takes into consideration the further development of conditions under which delegation of authority to field missions can be expanded, and the related shift in work processing in certain areas to the field.

5.62 To deliver quality, timely administrative support to field missions and to begin to develop initiatives that will rationalize and simplify conditions of service, improve the safety and well-being of mission staff, better managing the field performance system, and reform the Field Service category, the Administration Section will require the following additional posts:

(a) Human Resources Officer (P-4). The incumbent develops, implements and evaluates human resource systems; rationalizes and simplifies performance appraisal and rebuttal systems, promotion systems, contractual arrangements and conditions of service; provides advice on issues relating to staff-management committees and inter-agency and departmental working groups; develops initiatives to improve the safety and well-being of mission staff and address quality of life issues; coordinates with staff union representatives on staff-management issues.

(b) Human Resources Officer (P-3). The incumbent is responsible for the effective personnel management of peacekeeping mission(s). The incumbent provides expert advice to field missions on complex personnel issues; approves entitlements relating to salaries, benefits, allowances, appointments, and separations; manages disciplinary and appeal cases; reviews recommendations for award of special post allowance and promotion; resolves complex personnel cases; reviews requests for exceptional and discretionary application of staff rules and policies; manages administrative aspects of medical evacuation and transportation of decedents; participates in developing policies and streamlining work practices; reviews work of other personnel officers/assistants to ensure accuracy and consistency in the application of staff rules, regulations, and policies; and participates in budget exercises.

(c) Senior Personnel Assistant (General Service (Principal level)). Under the supervision of the Chief, Established Missions Unit, the incumbent serves as the lead Senior Personnel Assistant in the Unit; processes complex cases of entitlements and benefits; provides training to other personnel assistants on policies, procedures and practices relating to administration of appointments, salaries, allowances and benefits, etc.; monitors benefits administration to ensure consistency of application; proposes improvements to administrative practices; maintains an overview of the Unit's workload and proposes redistribution of assignments to improve efficiency.

(d) Personnel Assistant (General Service (Other level) (2 posts)). The incumbent initiates and processes personnel actions pertaining to the full range of human resources management, including administration of 100- and 300- series appointments, separation, promotion, salary, pension, benefits, allowances and post incumbency; reviews and determines entitlements to allowances and benefits; monitors contractual status of field personnel; provides information for field missions and staff members on personnel issues; coordinates with other departments to resolve questions relating to payroll, pension participation, medical matters, insurance and other issues.

Finance Management and Support Service

5.63 The Finance Management and Support Service (FMSS) is responsible for providing ongoing financial resource support to peace operations worldwide. As one of the two functional arms of the proposed Administrative Services Division of the Office of Mission Support, FMSS provides financial management and support services for peacekeeping, peacemaking and preventive diplomacy operations and trust funds related to peacekeeping and peacemaking activities from start-up through closure and liquidation. The core functions of FMSS are budgetary formulation and support, financial management and coordination on field audit and control matters. In addition, the Service establishes financial procedures and gives guidance to field operations, including the development of standard operating procedures; coordinates field finance training programmes; and maintains close liaison with troop contributors and other Member States on financial issues relating to field operations.

5.64 The responsibilities of the Finance Management and Support Service are many, and given the volume of work associated with the level of peacekeeping operations, it has, like other support sections/offices within the Department of Peacekeeping Operations struggled to effectively fulfil its mandate with the level of authorized resources.

5.65 The report of the Panel on United Nations Peace Operations (A/55/305) stated as one of its recommendations that the Secretariat should undertake a review of the policies and procedures governing the management of financial resources in the field missions with a view to providing field missions with much greater flexibility in the management of their budgets. In addition, a number of comments were made regarding field expertise and training. It is accepted that improved guidelines and effective training will reduce workload at the missions as well as at Headquarters.

5.66 These recommendations form part of the rationale for the changes proposed in FMSS – to identify, restructure and resource those areas that will enhance and improve the effectiveness and efficiency of work practices. The proposals focus on improvements to current work processes and upgrading resources so that FMSS can achieve its programme objectives.

5.67 Additional resources are required to enable the Service to meet those needs that have been clearly identified as requiring greater attention. In this regard, four broad functional areas have been identified as priorities requiring additional resources; claims management; liquidation process; information technology and Headquarters/field coordination and policy guidelines.

5.68 An analysis was undertaken of the processing of claims within the Service. With the additional staffing resources, the following remedial measures resulting from the analysis will be implemented:

(a) Formulation of standard procedures for negotiation of memoranda of understanding: development and implementation of standard operating procedures would significantly reduce cases of referrals to respective capitals, thus facilitating early conclusion of memoranda of understanding. Clear standard operating procedures will define improved internal coordination processes within the Department of Peacekeeping Operations, facilitate a

reduction in delays, streamline processes and improve communication with troop-contributing countries.

(b) Streamlining verification procedures and processes at missions and Headquarters: FMSS is in the process of developing standard operating procedures for the review of verification processes and automated submission and processing of verification reports.

(c) Increased use of information technology: increase efficiency and effectiveness through automating the preparation, transmission and review of verification reports, and significantly reducing the current manual work and transmittal methods.

5.69 In this connection, FMSS is requesting 13 additional posts (seven Professional and six Other level posts), increasing the total level of staff resources in FMSS from 59 to 72 posts.

Office of the Chief

5.70 The Office of the Chief is responsible for overall direction and financial policy guidance while coordinating the work of the Service supporting peacekeeping missions on matters relating to finance and budgets. Given the wide scope of functions, the work of the office is multi-tasked in nature. These tasks include overseeing the implementation of standard budget processes; identification, evaluation and training of finance staff in field missions and at Headquarters; coordination of field and Headquarters staff training activities; serve as Service/Division's focal point for audit and control issues with responsibility for not only providing audit responses but also developing general policy guidelines to ensure compliance with stated observations and recommendations; provide oversight and direction on planning and operational issues as well as guidance on field financial policy, including the development of enhanced procedures and the identification of new management mechanisms. In order to strengthen the proactive capability of the Service in supporting the needs of the field, one additional Professional post (P-4) for a Management Review Officer is requested for the Office of the Chief. The description of the functions are as follows:

(a) Management Review Officer (P-4). The incumbent will provide much-needed capacity to conduct reviews and analysis of management systems/practices; to identify preventive measures while adopting best practices; identify and recommend policy reviews and proposals for implementing revised policies and procedures; provide guidance to directors of administration/chief administrative officers on matters of financial accountability and adequacy of appropriate management tools; and oversee ongoing development of standardized reporting formats for field missions.

Financial Support Section

5.71 The Financial Support Section is responsible for the day-to-day management and monitoring of financial resources and other programme elements for peacekeeping, peacemaking, preventive diplomacy and related operations and missions by administering Headquarters allotments, certifying requisitions and miscellaneous obligating documents raised at Headquarters.

5.72 The Section coordinates the financial requirements for new and expanding missions and prepares financial implications for submission to the Controller; consolidates Headquarters financial requirements of new, ongoing and expanding missions and reviews field requirements submitted to the Controller; conducts ratio analysis to attest the consistency of input from Headquarters and field throughout the resource planning and financial management process; prepares requests for commitment authorization for start-up and expansion of missions; implements policy guidelines for financial management; provides guidance, clarification and directives for the field, including compliance with the Financial Regulations and Rules of the United Nations; and participates in the

preparation of financial performance reports. The work of the Section is divided among three geographical regions: Asia and the Middle East, Europe and Latin America, and Africa. A separate functional unit is responsible for liquidation tasks.

5.73 At present, FSS provides financial management and support for almost 30 field missions. In addition, the Section provides financial management support for 17 trust funds established in connection with those missions/offices. The Section also provides assistance in the preparation of contingency planning within the Department and other United Nations departments and sections.

5.74 With regard to liquidation functions, FSS provides resources to coordinate and manage the liquidation phase of a mission, both at Headquarters and in the field. FSS provides liquidation guidelines for the field; reviews and closes field accounts prior to submission to the Accounts Division; processes commercial claims; updates cases submitted to the Claims Review Board and establishes balances of accounts receivable and payable; reviews procedures for disposition of assets, including depreciation scales; liases with the Audit and Management Consulting Division of the Office of Internal Oversight Services to initiate final audit before closure of mission and prepares final financial performance reports for submission to the Controller. The Section regularly updates basic guidelines derived from experience gained from the above-mentioned liquidation activities. FSS also serves as the institutional memory on follow-up matters of all liquidated missions and provides input on lessons learned in connection with the above-mentioned issues.

5.75 The recent expansion of field activities, not limited to but most notably in the African region, has left FMSS with an inadequate resource base to fully perform the full range of tasks required at Headquarters. In order to strengthen the support for field operations in Africa, and Asia and the Middle East, respectively, two additional posts, one Finance Officer (P-3) and one Finance Assistant (General Service (Other level)) are requested. In addition, one General Service (Other level) post is required for a Registry Clerk to assist with the establishment, management and maintenance of a central document management system for FMSS. Although the incumbent will be the focal point for FSS interaction with the new system, as the system will be designed to replace existing document distribution and filing procedures for the entire Service, it is proposed that a parallel position be created under the Claims and Information Management Section.

5.76 Currently, there are 13 missions under liquidation which still have remaining tasks. At present, three staff members are dedicated to these functions, two Professional and one General Service staff. Clearly, the level of resources provided for liquidation functions is not commensurate with the tasks required. While the issue of resources is but one aspect of the question of improving the liquidation process, it is a starting point. Accordingly, it is proposed that an additional Finance Assistant (General Service (Other level)) be created to bolster the resources of the Section so that it can carry out liquidation tasks. The detailed responsibilities of the additional posts being requested for this Section are detailed below:

(a) Finance Officer (P-3). In the light of the number of peacekeeping operations in Africa, the complexities of each mission and the vast resources deployed on the ground, additional expertise is required to support financial operations in the region. An additional Finance Officer would provide first-line assistance with day-to-day financial management, review and analyse mission accounts (including trust funds), coordination of preparation of performance reports and mission budget submissions, provide guidance and direction on financial management issues.

(b) Finance Assistant (General Service (Other level)). Position required to address deficiencies in the level of resources dedicated to the Asia and Middle East region: provides support for the chief on financial management of peacekeeping offices in the Asia and Middle East region, actions day-to-day correspondence, monitors status of allotments reports, assists unit with

general administrative and clerical functions, responsible for coordinating unit reporting exercises and compilation of information (IMIS) for analysis by the chief.

(c) Registry Clerk (General Service (Other level)). This position requested to assist with the development and maintenance of a central documentation management system (including filing, distribution and archiving). The system would provide management capability for all FMSS documentation, would be accessible by all FMSS staff, but would have two major control centres (staffed by the two registry clerks) located in the Financial Support Section and Claims and Information Management Section.

(d) Finance Assistant (General Service (Other level)). New post to strengthen capacity to carry out liquidation tasks: assists with the review of outstanding accounts receivable and payable and review of write-off requests and decisions of the Headquarters Property Survey Board, acts as liaison with Accounts Division and with Claims and Information Management Section on claims related to issues affecting liquidation activities.

Claims and Information Management Section

5.77 The Claims and Information Management Section is responsible for implementing legislative decisions of the General Assembly and policy guidelines on contingent-owned equipment, letters of assist and death and disability claims. The section reviews and verifies claims from troop-contributing countries for contingent-owned equipment and consumables in accordance with procedures under both the old and new contingent-owned equipment methodologies; for supplies and services rendered to a peacekeeping operation under letter-of-assist arrangements, emplacement, rotation and repatriation of military contingents, supplies, ammunition and weapons, loss of personal effects, and for technical and other services; reviews and processes claims for death and disability under both old and new procedures, as well as claims for medical evacuations/repatriations of contingent members. In addition, it is also responsible for the administration of third-party claims, including commercial disputes.

5.78 In order to address shortfalls in the existing claims processes, four new Claims Administration Officers (P-3 post) and one additional Claims Assistant (General Service (Other level)) are requested. It was anticipated that there would be a decrease in the number of letters-of-assist with the introduction of the provision of goods and services under self-sustainment. However, the current situation in a number of missions is that not all troop contributors have been able to provide the required level of goods and services. This has created an additional workload for the Section in regard to processing letters-of-assist claims.

5.79 In view of the concerns raised by the Member States in regard to claims processing, a review of the current claims processes is now in progress with a view to identifying ways of streamlining the process. As a first step, however, additional staff resources will increase the capacity of the Section to effectively manage the heavy volume of work for the office. In order to enhance efficiency through the use of information technology in this claims processing area, one additional Professional (P-2) and one General Service post (Other level) for a Programme Analyst and an electronic data-processing assistant respectively are requested. In addition, one General Service (Other level) is required for a Registry Clerk in connection with the implementation of a Service-wide document management system. The detailed description of the functions is as follows:

(a) Claims Administration Officers (P-3) (3 posts). Strengthen Contingent-owned Equipment Unit: participate in negotiations with troop-contributing countries for the provision of contingent-owned equipment (memoranda of understanding), review and verify claims for reimbursement of contingent-owned equipment, lead multi-service action to streamline contingent-owned equipment procedures (including addressing delays in processing and

payment), partner Information Management in the development of contingent-owned equipment database and automated management information reporting and claims tracking system(s), revise contingent-owned equipment manual.

(b) Claims Administration Officer (P-3). Strengthen Death and Disability and other claims Unit: process and certifies various claims in respect of death and disability, third parties, commercial entities, individuals and to troop-contributing countries under letter-of-assist; reviews supporting documentation for completeness and accuracy. Submits claims for verification of services and recommendation for reimbursement; liases with various Secretariat partners on related issues; prepares regular and ad hoc management reports as required. Reviews, analyses and updates data in claims database.

(c) Programme Analyst (P-2). Additional post resources required to lead development of new contingent-owned equipment claims management system. New system would replace current peacekeeping database as the primary tracking system of the contingent-owned equipment process. System will track complete contingent-owned equipment process from memorandum of understanding through to certification of claims upon receipt of verification reports.

(d) Claims Assistant (General Service (Other level)). Strengthen resources in support of contingent-owned equipment claims, especially those relating to peacekeeping operations operating in the African region: assist with routine tasks including data entry, preparation of files, reviewing verification reports, preparation of routine correspondence and performing other general clerical/administrative duties.

(e) Electronic Data-processing Assistant (General Service (Other level)). Assist Unit with the development of new contingent-owned equipment claims management system. Assist with development of system to provide field access to IMIS data and other Headquarters-based financial data/reports, maintain online central depository of all finance-related manuals and data.

(f) Registry Clerk (General Service (Other level)). Position requested to assist with the development and maintenance of a central documentation management system (including filing, distribution and archiving). System would provide management capability for all FMSS documentation, be accessible by all FMSS staff, but would have two major control centres (staffed by the two registry clerks) located in the Financial Support Section and Claims and Information Management Section.

2. Logistics Support Division

5.80 In recognition of the range and magnitude of the responsibilities of supporting the current level of peacekeeping operations and providing effective support for new missions, the Secretary-General proposes to divide the Department of Peacekeeping Operations into two separate Divisions reporting directly to the Assistant Secretary-General (A/55/977, para 183): the Administrative Support Division and the Logistics Support Division. The Logistics Support Division will consist of an Office of the Director and a strengthened and upgraded Logistics and Communications Service.

5.81 In order to provide an adequate level of staff to enable the Logistics Support Division to meet its objectives, an additional 12 posts are requested, 10 Professional and 2 General Service staff to supplement the current approved staffing of the Logistics and Communications Service of 147. In addition, with the subdivision of the Field Administration and Logistics Division, it is proposed to redeploy the 8 posts currently approved for the Office of the Director, Field Administration and Logistics Division to the Logistics Support Division.

Office of the Director, Logistics Support Division

5.82. The Office of the Director, Logistics Support Division will be responsible for the direction of logistics support to all peacekeeping operations. This involves the provision of direction for global peacekeeping logistics support, provision of integrated logistics support planning, and the maintenance of a capability to respond to rapidly developing or changing peacekeeping support requirements. In addition, the Office manages and coordinates the work of the Division itself.

5.83 The creation of the new structure of the Office of Mission Support effectively replaces the Field Administration and Logistics Division. It is therefore proposed that posts within the existing Office of the Director of the Field Administration and Logistics Division be redeployed to various components of the new Logistics Support Division as follows: the existing D-2 post will be redeployed to the Office of the Director, the D-1 will be redeployed to the Office of the Deputy Director, the P-4 and the four GS-OL posts will be redeployed to the Logistics Current Operations Section. One P-3 post will be redeployed to the Communications and Information Technology Service (CITS).

5.84 The former Office of the Chief, Logistics and Communications Service had six authorized posts, including one D-1 post, 3 P-4 posts, 1 P-3 post and 1 GS-OL post. In the restructured Logistics Support Division, it is proposed that four of these posts, 1 D-1, 2 P-4, and 1 P-3 would be redeployed to CITS. It is proposed that the Office of the Director, Logistics Support Division, would be staffed by the D-2 post redeployed from the Office of the Director, Field Administration and Logistics Division, and by the remaining P-4 and GS-OL posts currently approved for the Office of the Chief, Logistics and Communications Service.

Office of the Deputy Director, Logistic Operations Service

5.85 The Office of the Deputy Director, Logistics Support Division, coordinates all peacekeeping logistics support issues within the Division and with all other elements of the Department of Peacekeeping Operations, other United Nations departments and agencies, field missions and Member States, prepares and executes logistics plans for new missions, and develops peacekeeping logistics support concepts and policies. It also provides administrative support services for the Logistics Support Division. The Office of the Deputy Director comprises the following three elements: the Logistics Current Operations Section, the Logistics Policy and Plans Section and the Aviation Safety Unit.

5.86 It is proposed that the Deputy Director, Logistics Support Division, will be headed by a Deputy Director at the D-1 level and supported by one General Service (Other level) post for a secretary. The office will be responsible for the overall management of the allocated sections as well as the overall coordination of all the Division's activities, including the direction of its logistics coordination, planning and policy functions. It is proposed that the D-1 post will be redeployed from the Office of the Director, Field Administration and Logistics Division.

5.87 The Logistics Current Operations Section, headed by a Senior Logistics Officer at the P-5 level, is staffed by an additional 11 Professional (4 P-4, 7 P-3) and nine General Service (Other level) posts. This section will carry out the day-to-day coordination of all complex, cross-cutting and priority logistics support issues for all peacekeeping operations and political offices supported by the Logistics Support Division. Its responsibilities include: the resolution of priority logistics requirements on an ad hoc basis; the coordination of complex movements of equipment and supplies to or between field missions; and detailed negotiations with Member States on the logistics requirements for new contingents. The Logistics Current Operations Section will increase its role as the conduit and custodian of up-to-date mission-specific information.

5.88 The Logistics Policy and Plans Section consists of five Professional (4 P-4 and 1 P-3) and two General Service (Other level) posts. This section will prepare logistics concepts and plans for new and expanding peacekeeping missions, managing the initial implementation of those plans; develop peacekeeping logistics policy and doctrine, including the global logistics strategy for rapid deployment, and integrated support services; manage the Business Plan of the Office of Mission Support; develop, standardize and manage logistics and support directives, including the Operational Support Manual and Field Administration Handbook; and provide policy guidance and management oversight for the United Nations Logistics Base at Brindisi (UNLB) and the Strategic Deployment Stocks required for rapid mission deployment.

5.89 The Aviation Safety Unit, manned by three Professional (1 P-4 and 2 P-3) and one General Service (Other level) posts, advises on all aviation safety matters, including aircraft airworthiness, vendors' safety performance, crew licensing, safety practices and procedures, and accident prevention; conducts or directs all aircraft accident investigations; provides specialized investigative reports and technical assistance for boards of inquiry related to aircraft accidents; and maintains and monitors an efficient aviation safety organization in the mission areas.

5.90 In order to fully carry out its responsibilities as the coordination agency of the Logistics Support Division, to assist in the monitoring of key performance areas and to enable the staffing of policies and standard operating procedures, the Office of the Deputy Director, Logistics Support Division requires one additional Professional (P-4) post for a Review and Analysis Officer in the Logistics Policy and Plans Section. With a view to strengthening the capacity for long-term planning and policy development, this additional post will have responsibility for establishing and monitoring key performance indicators as well as the capability to conduct in-depth analysis in concert with the Office of Mission Support and the Office of the Under-Secretary-General.

Communications and Information Technology Service

5.91 The Communications and Information Technology Service (CITS) will be responsible for the global peacekeeping communications and information technology network, from United Nations Headquarters to missions and within the mission area from Headquarters to military observers and/or civilian police team sites or contingent Headquarters level. As identified by the comprehensive review, there is an urgent need to build and deploy new information systems to address the needs of missions for specific applications. The development of such mission-critical in-house application software systems using new web-based technologies and other major information management initiatives have already started.

5.92 In addition to the traditional Wide Area and Local Area Network operations being managed in the field missions, CITS has the operational responsibility for the enhanced, vital communication hub/teleport in Brindisi. CITS has also been given the task to develop and implement a comprehensive strategic plan and for building and sustaining an information technology capability for the whole Department.

5.93 Currently, the Communications and Electronic Services Section (CESS) has an authorized strength of 34 posts. To strengthen the Section, and in recognition of its upgrading to Service level with the creation of CITS, it is proposed that four posts (1 D-1, 2 P-4 and 1 P-3) from the former Office of the Chief, Logistics and Communications Service, and that one P-3 redeployed from the Office of the Director, Field Administration and Logistics Division. An additional increase of three posts is also requested, to strengthen existing functions. The resulting 42 posts would be employed as follows:

(a) The Office of the Chief, headed by a Chief at the D-1 level and supported by one secretary, will be responsible for establishing a comprehensive Computer and Information Technology

strategic plan for the Department of Peacekeeping Operations. It will establish a capacity and capability for realigning information and process flows and consolidating and managing information in support of the Department's managerial responsibilities and operational decision support at both the analytical and strategic levels. This will bring focus on the disparate information technology activities and on their contribution to the organization's mission; ensuring the direction of architectural compliance across the enterprise; reflecting business priorities; make the network technologically seamless and propagate common standards, tools and procedures in liaison with the Information Technology Services Division for the Department of Peacekeeping Operations and the field missions. Consequently, it will have an increased scope and complexity of functionality along with a high level of responsibility and accountability.

(b) The Integrated Field Information Systems Section comprises a total of eight Professional (1 P-5, 3 P-4, 4 P-3) and two General Service (Principal and Other level) posts. The Section will be responsible for establishing a nucleus for information systems and information management initiatives. There is an identified need to design, develop, deploy, support and maintain strategic software systems with a significantly increased departmental scope within the established guidelines of the master plan. Similarly, there is a requirement to create new logistics support systems in the field missions that satisfy the substantive mandates of the missions in the area of early warning and conflict prevention, peacekeeping, peacemaking and peace-building. There is also a need to integrate existing logistic support systems in the field with Headquarters systems such as IMIS within a phased, prioritized plan of implementation, which requires the overall direction and coordination of the departmental information management and major systems efforts, which will require the management to simultaneously execute major systems initiatives, defining projects, priorities and deliverables and coordinating their concurrent implementation.

(c) The Communication Section consists of 12 Professional (4 P-4, 7 P-3, 1 P-2) and 1 General Service (Other level) posts. The Section is responsible for reviewing and evaluating the Wide Area Network with a view to improving the management, configuration of the communications and information technology backbone to enable it to provide adequate and secure transport of voice, data and image as well as to enhance the communications and information technology requirements for Brindisi to serve as the global peacekeeping operation teleport for mission assistance and remote connections. This will include satellite utilization planning for VSAT implementation and International Maritime Satellite Telecommunications Organization (INMARSAT) commissioning, redistribution and monitoring of traffic; billing of INMARSAT terminals used in the field and coordination of the use of United Nations International Telecommunications Satellite Organization (INTELSAT) resources being shared by other United Nations agencies and international organizations. Similarly, the Section will plan and implement enhancements for radio and video broadcast capability for missions, including a broadcast system for public information capture in association with the Department of Public Information for dissemination of voice, data and images and to further develop videoconferencing capability for all field missions.

(d) The Information Technology Section, headed by a Chief at the P-5 level, will be staffed with eight Professional (4 P-4, 3 P-3, 1 P-2) and nine General Service (one Principal and eight Other level) posts. With the explosive growth in the number of major systems deployed in the field and the growth of equipment in quantity as well as technological complexity, there is a need to plan and manage a comprehensive information technology operations support, maintenance and growth plan with approved procedures for back-up, risk evaluation, disaster recovery and contingency measures and feedback mechanisms for their ongoing operation and improvement. It is necessary to develop, implement and coordinate a master training plan

for information and communication technology for the Department of Peacekeeping Operations in liaison with the communications and applications software sections and to manage the centralized training lab at UNLB, identifying performance measures for monitoring, review and feedback into training programmes.

5.94 The functions of the three additional posts requested are as follows:

(a) Chief, Integrated Field Information Systems Section (1 P-5). The incumbent will be responsible for coordinating and managing the analysis and management of information systems projects within the Department of Peacekeeping Operations and in the field missions, ensuring that the diverse projects are concurrently implemented and strategically aligned. The tasks include: analysing and reviewing requirements for development in the field addressing the missions' mandates; defining a comprehensive information systems strategy addressing integration of field-based and essential software for the Department; developing, implementing and managing the approved information technology action plan for achieving strategic goals; acquiring and managing additional levels of resources and information systems/information technology complexity arising from enhanced information systems mandate; defining the information needs of the Department and the field with an overall view of the applications portfolio; translating into projects with implementation priorities within the guidelines of the strategic information systems plan; maintaining the complete information systems portfolio for the field and for the Department; addressing the information management needs of the Department and the field missions; constructing corporate strategic databases and providing management and decision support information for tactical and strategic analyses; defining and implementing information technology standards, policies and procedures; disseminating standard operating procedures for the effective and efficient use of all systems and resources; enhancing the growth, quality and security of the system and implementing programmes to maintain the system in line with the expanding needs of administrative and logistic activities in the field.

(b) Communications (Radio/Video Broadcast) Officer (1 P-4). Responsibilities would include outlining processes for rapid capture and broadcast of information by the Department of Public Information from the missions to the Department of Peacekeeping Operations; identify and put in place personnel to provide technical support for the Department of Public Information and the field missions for production and distribution of radio or television programming in the respective mission areas.

(c) Computer Information Systems Officer (1 P-4). The incumbent would be responsible for reviewing and evaluating the information needs of the Logistic Support Division with respect to the design and development of subject-specific databases; for developing requirements specifications for the corporate data warehouse of the Department of Peacekeeping Operations made up of subject-specific data cubes and the design, implementation and distribution of the Reports Web Portal, including reporting templates to enable consolidated reporting on mission-critical applications.

Material and Contract Management Service

5.95 The Material and Contract Management Service (MCMS) is a new entity that amalgamates a number of functions previously diffused over several sections and introduces life cycle material management to the Department of Peacekeeping Operations. As such, the roles, organization and functions of this section are a response to the observations and comments raised in the report of the Panel, the comprehensive review, numerous audit reports and those recommendations contained in reports of the Advisory Committee on Administrative and Budgetary Questions.

5.96 The role and functions of MCMS will include the following: to acquire, manage and control general supplies and services in support of peacekeeping operations — a role assumed from the previous Supply Section; to coordinate production of procurement plans for the Logistic Support Division; to act as the focal point for procurement matters within the Division and be the primary liaison for such matters with the Procurement Division; to implement effective Property Management within the Department of Peacekeeping Operations; to act as functional authority for procurement, supply and contract management within the Department; provide a focal point for training, development and assistance to procurement, contract management, property management and supply activities within the Department. The Service will comprise the following units:

(a) The Office of Chief of MCMS headed by a Chief at the P-5 level who will have a small administrative support staff to assist in monitoring and coordinating service activities and supported by a secretary (General Service (Other level)) who will provide basic secretarial, time management and filing support.

(b) The Acquisition and Contract Management Section consists of eight Professional (3 P-4, 4 P-3, 1 P-2) and two General Service (Other level). This section develops and maintains statements of work for large-scale service contracts for missions (rations, fuel, aircraft services, security, bottled water, etc.); serves as a focal point for research and response to claims for and against the United Nations and coordinates the acquisition plans of the Logistic Support Division; is the primary source of contract management and acquisition expertise and provides advice for the Division and for missions for which the Department of Peacekeeping Operations is responsible, and is responsible for the development of standard policy and procedures applicable to these areas.

(c) The General Supply Section, staffed with five Professional (3 P-4 and 2 P-3) and three General Service (Other level) posts, develops and maintains contracts and systems contracts for general supplies (observation devices, storage tanks, office equipment, furniture, etc.). It acts as the focal point for inventory control of start-up kits and other UNLB stores and provides review of all mission budgetary requirements affecting their area. The section has daily contact with mission staff and a wide variety of vendors to provide ongoing supply support and advice on inventory management issues.

(d) The Property Management Section has a total of four Professional (3 P-4 and 1 P-3) and eight General Service (one Principal and seven Other level) posts. Asset management within the Department of Peacekeeping Operations currently lacks a unified and standard approach to property management and control. The Property Management Section will be responsible for the management and upkeep of all United Nations-owned equipment and contingent-owned equipment. The Section will develop standard policy and guidance for property management activities throughout the Department. The Section will assist with pre-deployment and in theatre inspections and acceptance of contingent-owned equipment. It will develop and implement user requirements for inventory control systems such as the Field Asset Control System (FACS) and the FES. This section also coordinates responses to audit and Property Settlement Board decisions. It will conduct on-site verifications and ensure accurate statements of accounts for inclusion in financial statements.

(e) The Medical Support Section, headed by a Chief at the P-5 level, has a total of three Professional (1 P-4 and 2 P-3) and one General Service (Other level) posts. MSS provides advice and coordination on peacekeeping medical support issues to the Logistic Support Division, other elements of the Department of Peacekeeping Operations, other United Nations departments and agencies, field missions and the permanent missions of Member States; prepares and executes medical plans for new missions; and develops peacekeeping medical standards, specifications and support policies.

5.97 The proposed Service has a total strength of 37 posts. Since most of the proposed duties will be met through the use of existing resources, including those posts approved in December 2000, only two additional General Service (Other level) posts are requested for the Material and Contract Management Service as follows:

Administrative Assistants (General Service (Other level) (2 posts)): Responsibilities include to record, track and monitor property inventories; provide assistance for unit administrative staff and act as a primary resource for FACS Help Desk; assist with specialized codification of inventory and resolution of inventory management issues.

Engineering Service

5.98 The technical and administrative tasks performed by the Engineering Section have grown in scope and complexity and are now beyond the capacity of the existing management structure. Consequently, the Engineering Section should be transformed into a service, responsible for managing overall complex operations of providing multi-dimensional engineering support, including development and implementing the Geographic Information System (GIS) project of the Department of Peacekeeping Operations, to all peacekeeping missions on a global basis.

5.99 The Service will comprise the following elements:

(a) The Office of the Chief comprises one Chief at the P-5 level and one General Service (Other level) post for a secretary. This office will be responsible for overall management of engineering support, including the direction of its engineering planning, coordination, monitoring, and maintenance of engineering facilities and equipment.

(b) The Plans and Operations Section will consist of seven engineers (3 P-4 and 3 P-3), supported by one secretary (General Service (Other level)). This section will carry out overall planning, review of budget requirements from field missions, resource planning, develop comprehensive standard accommodation design solutions for horizontal and vertical construction inclusive of modular/prefabricated facilities and develop five start-up kits, manage modular and Bailey bridge systems contracts. It will also: review, expand and/or update policies relating to engineering support, develop guidelines for the organization of facility management and coordinate the expansion of the Logistic Support Division to new premises in New York, participate in technical surveys, provide overall guidance to effectively plan and implement mandated engineering support tasks in the field to the directors of administration/chief administrative officers, provide direction in the formulation of operational plans and concepts for engineering support of multi-functional operations, general oversight on and coordinated execution of the mandated engineering programme, establish and maintain contingency plans for possible new peacekeeping operations and other missions, and advise on engineering staff requirement in field missions and the selection of engineering officers.

(c) The Technical Support Unit will be staffed with four Professionals (1 P-4 and 3 P-3) supported by one General Service (Other level) secretary. This section will carry out overall planning and provide logistic support for power generation, distribution, generators, heating, ventilation and air-conditioning (HVAC) and refrigeration systems and equipment, water supply systems and water filtration and treatment plants, specialized engineering support, and maintenance functions. Responsibilities also include the development of a generator replacement plan, the preparation of specifications for generator spare parts, and water filtration and treatment plants, material management for engineering assets through the Field Missions Logistics System/FACS, direction in the formulation of operational plans and concepts for the electrical, mechanical, and water supply and sanitary engineering support of

multi-functional operations, the establishment and maintenance of contingency plans for possible new peacekeeping operations and other missions.

(d) The Geographic Information System Unit will be staffed with two Professional (1 P-4 and 1 P-3) posts. This unit will develop and implement the Geographic Information System in peacekeeping operations. It will coordinate geographical analysis requirements within the Department of Peacekeeping Operations, collect, evaluate and disseminate geographic information for peacekeeping operations, prepare the GIS-related portion of policies, guidelines and standard operating procedures and establish an engineers online Intranet site within the existing Global WAN of the Department, including maintaining the engineering database for FACS.

5.100 The following three additional posts are requested for the Engineering Service:

(a) Chief, Plans and Operations Section (P-4). The incumbent will be responsible for overall planning, review of field mission budget requirements, resource planning, engineering designs for horizontal and vertical construction, inclusive of modular/prefabricated facilities, and general oversight on and coordinated execution of the mandated engineering programme and related support activities in the peacekeeping operations, ensuring that effective support is rendered in a timely and economical manner. This entails the Section's readiness to conduct technical surveys and to execute infrastructure-related support functions in a methodical and structured manner. The incumbent is also responsible for reviewing, expanding and/or updating of policies relating to engineering support; providing overall guidance effectively to plan and implement mandated engineering support tasks in the field to the directors of administration/chief administrative officers and giving direction in the formulation of operational plans and concepts for engineering support of multi-functional operations, the establishment and maintenance of contingency plans for possible new peacekeeping operations and other missions, and development of start-up kits.

(b) Topographic Information Officer (P-3). Under the direct supervision of the Chief, GIS Cell (GISC), the incumbent would be responsible for the overall operating, developing and implementing of the GIS-related matters in terms of logistics in peacekeeping operations; provide geographic/terrain analysis using GIS technology, produce terrain studies and predict the effects of weather, terrain and logistics situations in peacekeeping operations, compile textual, graphic products from text, electronic format of geographic data (vector, raster, satellite images) and other sources of data. The incumbent will archive GIS data and maintain the database in addition to providing the staff in the Department of Peacekeeping Operations and the missions with geographic analysis data.

(c) Civil Engineer, Plans and Implementation Unit (P-3). The incumbent will be responsible for construction and building management in field missions and will manage a broad range of projects and contracts ranging from rental of premises, vertical/horizontal construction, sanitary and environmental projects, power supply systems, water storage, distribution and treatment systems, field defences and combat engineering activities. Since engineering determines the requirement for construction and renovation projects, including accommodation facilities, roads, bridges, development of troop and civilian staff living and office sites, and associated power supply and sanitation systems, the incumbent will develop and maintain generic engineering support plans and concepts and a specifications library in readiness to respond to future mission requirements in the field of engineering and building management.

Transport Service

5.101 The Transport Service provides United Nations peace operations with strategic and operational mobility. It develops and implements strategic deployment plans for moving United Nations property and personnel into peacekeeping venues on time; develops, acquires and provides peacekeeping missions with suitable aircraft and surface transport equipment, and other goods and services; and ensures that the personnel and material placed in the care of the United Nations move safely.

5.102 The technical and administrative tasks performed by the functional units within the Transport Service have grown in scope and complexity and are now beyond the capacity of the existing management structure. Consequently, the Transport Service should be transformed into a service, responsible for managing the organization's aviation and motor transport functional areas, and its strategic movement activities. In addition to its traditional responsibility for identifying requirements, establishing aircraft technical specifications, evaluating technical compliance, administering air charters, and managing expenditures, its responsibilities now include the development and promulgation of institutional standards and operating guidelines for all types of aeronautical activities, such as the operation of aerodromes, and the integrated employment of civil and military aircraft from diverse regulatory regimes, to ensure that peacekeeping air operations always comply with international standards regardless of the condition of the aeronautical infrastructure within the mission areas. In addition, the peacekeeping vehicle fleet is more varied and more technically sophisticated than ever before, and represents a significant investment by the Member States, which necessitates the promulgation of operating practices and professional development programmes for its motor transport specialists and its vehicle operators and their supervisors to ensure that maximum utility is obtained from these assets with the lowest practicable operating costs. The entities that will make up the Service are described below.

5.103 It is proposed that the Office of the Chief be headed by a Chief at the D-1 level and supported by one General Service (Other level) secretary. The Office will be responsible for the overall management of the motor transport, aviation and movements control functions of the Transport Service.

5.104 The Motor Transport Section will consist of a total of nine Professional (1 P-5, 3 P-4, 5 P-3) and four General Service (Other level) posts. The Motor Transport Section will be responsible for: managing the fleets of light, medium and heavy vehicles, construction equipment and specialized support equipment that make up the overall peacekeeping vehicle fleet throughout the course of their life cycles from delivery to disposal; developing technical specifications for peacekeeping vehicles and other automotive equipment; performing technical evaluations of tenders received by the Procurement Division in response to invitations to bid for automotive equipment; backstopping the field missions and other United Nations field offices in the areas of cost estimation and performance reporting, review of vehicle establishments; requisitioning and delivery tracking, insurance and claims administration, material readiness and accident reporting, and administration of letters of assist; liquidation planning and oversight; overseeing field mission motor transport management; the motor transport aspects of the Field Administration Manual and the Operational Support Manual; and design and development of technical training programmes for United Nations motor transport specialists.

5.105 The Air Transport Section will consist of eight professional (1 P-5, 2 P-4, 5 P-3) and four General Service posts (one Principal and three Other level). The Air Transport Section will be responsible for: providing suitable aircraft for field missions; developing practical guidelines for regulating peacekeeping air operations in the field, to include effective and transparent operating standards, and aircraft technical specifications that meet standards contained in the International Convention on Civil Aviation; monitoring and controlling peacekeeping aircraft that are authorized to operate

outside their assigned mission areas; monitoring and tracking all movements by aircraft operating on short-term air charters; coordinating the dissemination of pertinent information about peacekeeping operations into the worldwide aeronautical information system; developing United Nations aviation operating procedures; conducting compliance assessments; arranging professional development training; backstopping the field missions and other United Nations field offices in the areas of cost estimation and performance reporting, review of aircraft requirements; requisitioning and delivery tracking, insurance and claims administration, material readiness and accident reporting, and administration of letters of assist; and liquidation planning and oversight.

5.106 The Movement Control Section will comprise six Professional (1 P-4 and 5 P-3) and two General Service (Other level) posts. The Section will plan, coordinate and control the movements of military and civilian police contingents and their equipment between their home countries and their assigned missions, and the movement of United Nations-owned property between UNLB and field missions. The Section will also: raise requisitions for air and sea charters and negotiate letters of assist; conduct technical evaluations of bids received by the Procurement Division in response to invitations to bid; provide liaison services between the United Nations and deploying contingents at posts of embarkation; review and verify invoices and claims for reimbursement for short-term transportation services, and track the progress of all shipments of newly procured capital items between their ports of exit and intended consignees.

5.107 An additional three positions being requested and the respective functions are given below:

(a) Head of Transportation Service (D-1). Responsible for strategic and operational mobility activities within peace operations: directs the day-to-day activities of the Air Transport Section, Motor Transport Section and Movement Control Section to achieve the operational goals established by the Director, Logistic Support Division; acts as the institutional focal point for aeronautical and motor transport policies, practices and procedures, professional development programmes for aviation, motor transport and movement control specialists, and technical specifications for aviation and automotive equipment utilized in peacekeeping operations; monitors financial expenditures within headquarters and field allotments for the emplacement and rotation of troops, freighting of United Nations and contingent-owned equipment, acquisition of automotive equipment and expenditures for spare parts, fuel and insurance, and the charter of aircraft and surface vessels.

(b) Chief, Air Transport Section (P-5). Under the overall direction of the Head of Service, the Chief, Air Transport Section, is responsible for providing suitable aircraft to field missions and developing practical guidelines for regulating peacekeeping air operations in the field, to include effective and transparent operating standards, aircraft technical specifications that meet standards contained in the International Convention on Civil Aviation, personnel qualifications for air specialists, and professional development programmes for staff.

(c) Movements Control Officer (P-3). The incumbent provides capacity within Headquarters to establish movement control functions within a new mission or to establish effective liaison with military contingents at ports of embarkation during deployment or rotation movement.

Military Division

Table 5.7 **Post requirements**

	2002-2003 proposed staffing	*Proposed changes*	*Proposed revised staffing*
Regular budget			
Professional category and above			
D-2	1	-	1
P-5	1	-	1
Subtotal	**2**	**-**	**2**
General Service category			
Other level	2	-	2
Subtotal	**2**	**-**	**2**
Total	**4**	**-**	**4**

	1 July to 30 June 2002 approved staffing	*Proposed changes 1 Jan to 30 June 2002*	*Proposed revised staffing*
Support account for peacekeeping operations			
Professional category and above			
D-1	1	-	1
P-5	4	-	4
P-4/3	46	10	56
P-2/1	-	-	-
Subtotal	**51**	**10**	**61**
General Service category			
Other level	15	3	18
Subtotal	**15**	**3**	**18**
Total	**66**	**13**	**79**
Grand total	**70**	**13**	**83**

5.108 The Military Division provides technical military advice and professional military input to the direction of current missions, undertakes force generation (including management of military aspects of standby arrangements), manages induction, repatriation and rotation of contingents and individual officers, produces military component mission plans and provides training, guidelines and standards support for Member States and field missions.

5.109 The Division is in transition to its new structure, which is being implemented partly through the use of the additional staffing resources approved in December 2000. The force generation and military personnel functions are in the process of being moved from the Military Planning Service

and the Office of the Military Adviser to the Force Generation and Military Personnel Service. Some administrative work regarding rotations, currently undertaken by desk officers, will also transfer to the Force Generation and Military Personnel Service. The Training and Evaluation Service is also developing a number of capabilities in addition to training support. This reorganization will allow more focused effort towards providing enhanced capability throughout the Division.

5.110 Notwithstanding the enhanced capacity resulting from the additional posts approved in December 2000, there are a number of areas where additional resources still need to be applied, current backlogs that need to be addressed and new capabilities that need to be staffed.

5.111 The Military Division needs to develop the capability to be more familiar with, and responsive to, particular United Nations legislative budgetary and administrative bodies and procedures. A problem, peculiar to the Military Division, is that of staffing instability and depth of knowledge in a number of functions, caused by relatively high turnover rates. The problem will be solved by recruiting civilian staff, with previous military experience, to fill a limited number of the new posts that are requested. Over 90 per cent of Professional posts within the Military Division will, however, remain reserved for active-duty military officers on secondment.

5.112 The comprehensive review concluded that there is a need for a greater level of liaison from the Military Division to the relevant sections of regional and subregional organizations and arrangements. This new capability will require extra staff. Meeting the requirement on a global basis needs further analysis and experience. For this reason, the concept will be tested, using the relationships with African organizations and arrangements. The task will be allocated to the Office of the Military Adviser. In tandem with this effort, the Division will examine the "coherent brigade group" concept in an African context. The experience gained in this study over the coming year will inform further submissions to expand the liaison concept and also assist more detailed consideration of the "coherent brigade group" concept.

5.113 The basic structure of the Military Division comprises: the Office of the Military Adviser; the Current Military Operations Service; the Force Generation and Military Personnel Service; the Military Planning Service; and the Training and Evaluation Service. No change in the current structure is reflected in this proposal.

5.114 As indicated above, during the past year the Military Division has been in the process of undergoing a significant reorganization, and has been undertaking a number of new capabilities and concepts. Consequently, the Division is not seeking to allocate large resources to these areas but is instead requesting limited resources or is using existing staff to test these ideas. The Division is achieving further economy by carefully selecting generic military planners who can also carry out specialist military planning, in areas such as engineering, aviation and communications. Therefore, the Division requires 10 additional Professional posts (4 of which will be staffed by civilians) and 3 General Service (Other level) posts.

Office of the Military Adviser

5.115 Following the approval of additional resources in December 2000, the current staffing of Office of the Military Adviser is eight posts (5 Professional and 3 General Service). This is considered adequate, with one exception. The staffing of the Military Division with military officers has a clear logic and considerable benefit, as it maintains military staff members who are current within their profession. However, the resulting high turnover of staff means that the Division lacks expertise in United Nations legislative, budgetary and administrative processes. In order to address this need and to document the internal procedures of the Division, one additional peacekeeping affairs officer post (P-3), to be encumbered by a civilian, is requested for this office. This officer

will strengthen the management of the Military Division in cooperation with the Director of Management, and will coordinate administrative tasks, such as budget and personnel requirements.

Current Military Operations Service

5.116 There are currently 15 peacekeeping missions and 13 peacemaking or peace-building missions. Desk officers in the Current Military Operations Service monitor all of them. However, the number of desk officers is inadequate to meet the continuing mission workload. As a result, too much focus is on providing solutions to immediate problems rather than on more in-depth analysis of events and situations. An additional four peacekeeping affairs officers at the P-4 level are therefore requested to give the required level of coverage, and improve the quality of advice and analysis being produced as a result. One additional General Service post (Other level) is also requested to provide the required level of administrative support. It is intended that one of these posts will be encumbered by a civilian with relevant military experience. This individual will thus provide institutional memory and advice, thereby reducing the negative effects of the high turnover rate. The proposed level of staffing within the Current Military Operations Service will also permit far better service to be rendered to troop contributors. The Military Division aims to enhance information flow and consultation in this area and is examining methods of sharing very current information through electronic means.

Military Planning Service

5.117 With the additional staff approved in December 2000, the current staffing of the Service (22 Professional and 4 General Service posts) is considered adequate to meet the revised tasks of the Service and the minimum requirement of three planning teams and support staff. The Service is now better placed to conduct contingency planning, complete supporting sub-plans, conduct detailed threat and risk assessments, ultimately improving troop security, and provide Member States, the Secretariat and peacekeeping partners with more responsive service. The numbers do not, however, permit a dedicated planning staff to undertake such specialized tasks as military engineering, aviation and logistics planning. For reasons of economy, the Service is seeking to gain this capability by carefully selecting generic military planners who also have specialist skills in these areas and no additional posts are therefore requested for the Military Planning Service at this stage.

Force Generation and Military Personnel Service

5.118 The Force Generation and Military Personnel Service is still in the process of being established. The Service will comprise three units: a Force Generation Unit, a Military Standby Arrangements Unit and a Military Personnel Unit. The Service has an approved staffing of 13 (9 Professional and 4 General Service staff). While this is sufficient to establish the Service, it will not meet the ongoing workload requirements. Two new posts are therefore requested, one planning officer at the P-4 level, and one additional General Service post (Other level). The planning officer should be a civilian with appropriate military experience. This will allow the Service to develop considerable depth of expertise in Member State needs and capabilities as well as in regard to issues relating to contingent-owned equipment. All new posts will be primarily involved in relations with Member States to gain military capability.

5.119 The Force Generation and Military Personnel Service will take the lead in the Military Division on readiness assistance to Member States. There are two aspects to this. Firstly, there is assistance that is not related to a specific mission. This involves visits, briefings and advice concerning the requirements of the United Nations when contributing military personnel to any mission. The second type of assistance consists of preparing contributors for a specific mission. This involves

visits to ensure that United Nations standard training has been carried out, that the individuals and units deploying are fully aware of the conditions and requirements in the mission area and that equipment meets United Nations standards. This assistance must be fair and uniform in its application and it also involves multi-disciplined teams representing the Force Generation and Military Personnel Service, the Military Planning Service, the Training and Evaluation Service and the Logistics Support Division. In some instances teams will be led by senior staff, such as the Military Adviser or the Deputy Military Adviser. This is therefore a very staff-intensive task. Given the number of missions concerned, and the number of current and potential contributors, it is not considered feasible or economical to be able to carry out the required number of assessment visits through the use of either Headquarters-based staff or field mission staff. Consequently, in order to obviate the need for additional posts, it is intended that the majority of this requirement can be met by using the United Nations Standby Arrangements Assistance Team (UNSAAT) concept outlined in the UNSAS Military Handbook.

Training and Evaluation Service

5.120 The current staffing of the Training and Evaluation Service, comprising 15 posts (11 Professional and 4 General Service staff), is considered insufficient for the Service to meet all of its responsibilities. Consequently, five additional posts are requested. Firstly, there is a need to further develop training guidelines, principles and standards related to the use of military capability in United Nations peacekeeping operations, once the political decision has been made to use military capability. Two additional training officers (one P-4 and one P-3) posts are required to support this function, with a civilian possessing appropriate military experience to encumber the P-4 post.

5.121 Secondly, training assistance to Member States requires reinforcement. This work is largely driven by requests from Member States, as well as those from regional and subregional organizations and arrangements. While additional resources were provided following consideration of the emergency submission, these are not adequate to meet the level of requests being received. Therefore, an additional training officer at the P-4 level and one General Service (Other level) post are required to strengthen this function.

5.122 Lastly, the Standards and Evaluation Unit is a new unit that will have a significant initial and ongoing workload in producing standards and conducting evaluation visits. This will directly contribute to the effectiveness of training programmes being undertaken by Member States in preparation for deployment. The current number of staff allocated is insufficient to meet the workload. One additional P-3 training officer post is required. This will enable the formation of two teams within the Unit.

Civilian Police Division

Table 5.8 **Post requirements**

	1 July 2001 to 30 June 2002 approved staffing	*Proposed changes 1 Jan to 30 June 2002*	*Proposed revised staffing*
Support account for peacekeeping operations			
Professional category and above			
D-2	-	1	1
D-1	1	(1)	-
P-5	1	-	1
P-4/3	12	7	19
P-2/1	-	-	-
Subtotal	**14**	**7**	**21**
General Service category			
Other level	3	1	4
Subtotal	**3**	**1**	**4**
Total	**17**	**8**	**25**

5.123 The role of the Civilian Police Division is to ensure effective planning and deployment of civilian police components of peacekeeping operations. The Civilian Police Adviser provides advice for the Department's senior management regarding all civilian police matters related to peacekeeping operations.

5.124 The comprehensive review has highlighted a number of areas within the work of the Civilian Police Division that need to be strengthened through additional staff resources. These include the following: development of training and assessment criteria required for civilian police officers to service on peace operations, further development of policy guidelines in regard to the reform and restructuring of local police institutions, greater consultation with peacekeeping partners, such as police contributing countries, and an increased level of selection assistance team visits to contributing countries.

5.125 In addition, two new capabilities are needed in the Division. There is a need for a unit to provide advice on criminal law and judicial issues, including corrections (see A/55/977, para. 180). The unit will be part of the strengthened Civilian Police Division. The unit will provide the Civilian Police Adviser and the various components of a peace operation with operational and technical advice in the development of comprehensive rule of law strategies. In particular, the unit will support the planning, training, and activities of the Division and the civilian police components in the field with regard to the criminal justice system of the State in which the peace operation is located. Furthermore, the unit is to provide the Division and the field components with operational guidance on the relationship between the police and all other elements of the criminal justice system, specifically the judicial and corrections systems.

5.126 It has also been recognized that the Division needs to include an administrative and disciplinary expert conversant with the administrative procedures and issues pertaining to the management of civilian police officers during their service in peace operations. The responsibilities of this individual would include such issues as the repatriation of civilian police officers, codes of conduct, disciplinary procedures, and standards for the use of force and firearms by civilian police officers while on duty in mission areas.

5.127 The Civilian Police Division will comprise four organizational units as follows: Office of the Civilian Police Adviser, the Policy and Planning Section, the Missions Management Section, and the proposed Criminal Law and Judicial Advisory Unit.

5.128 The current authorized strength of the Division is 17 posts, 6 of which were approved in December 2000, and it is proposed that it would be strengthened through the provision of an additional 8 posts. The provision of additional personnel has allowed the Division to dedicate one staff member solely to United Nations civilian police development issues, and to begin a required revision of a number of training manuals. Furthermore, the Division was able to conduct its first ever in-depth field assessment of a civilian police component, which took place in UNTAET, and for the first time to participate in a pre-deployment technical survey, for MONUC. The Division has also finalized draft proposals with regard to its rapid deployment capability as well as revising its selection assessment team policies. The additional posts now being requested will assist in the completion of these tasks and further strengthen the capacity of the Division to meet its objectives.

5.129 The Office of the Civilian Police Adviser currently comprises two staff members, the Civilian Police Adviser and one General Service support staff member. The earlier creation of the Civilian Police Division indicates recognition of both the increase in the number of civilian police officers deployed in large peacekeeping operations and mandates which have become increasingly complex, encompassing areas of governance, local security and training. The Secretary-General therefore proposed to upgrade the Civilian Police Adviser to the Director level. In addition, one new position, that of Special Assistant (P-4), is requested to assist the Civilian Police Adviser in his/her functions, particularly in regard to liaison with external institutions and organizations, and coordination of the work of the Division. This Officer will also strengthen the management of the Civilian Police Division in cooperation with the Director of Management and will be responsible for the coordination of administrative tasks, such as budget and personnel requirements. Under the direct supervision of the Civilian Police Adviser, the incumbent is responsible for assisting the Adviser in coordinating the Division's activities with all other units, sections, and divisions of the Department with particular attention being paid to the Office of Operations and the Military Division. The incumbent is also responsible for liaison with external institutions and organizations to ensure that the Division remains abreast of international developments in the deployment and use of civilian police in peace operations as well as working with the Adviser to liaise with the permanent missions to the United Nations. The incumbent also handles all intra-departmental budgetary and personnel matters; participates in policy-making and in the streamlining of the Division's work practices; and writes speeches and other public divisional documents.

5.130 The Policy and Planning Section has a current staffing of eight posts. It is proposed to increase this staffing complement by three Professional posts: a policy officer (P-4) to further develop generic policies, including those relating to conflict prevention, peacekeeping and peace-building, a police development officer (P-3) to assist in the ongoing development of training materials and courses for police officers prior to their deployment, a planning officer (P-3) to develop a range of planning tools in regard to police operations. The functions of the posts requested are the following:

(a) Policy Officer (P-4): The incumbent is responsible for the development of the full-range of policies for the deployment and operations of civilian police activities in peace operations. Among the policies for which this policy officer is directly responsible are the establishment

of rosters of civilian police personnel, the development of a rapid deployment mechanism, and the formulation of the concomitant standby arrangements. In addition, the incumbent will participate in the drafting of principles and guidelines for the development of local police services and the coordination of military and civilian police peace operations.

(b) Planning Officer (P-3): The incumbent is responsible for the preparation of planning contingencies for present and potential civilian police peace operations and coordinating his/her activities with the planning officers of the Military Division and the integrated management task forces. In addition, the officer is responsible for the drafting of the methodologies, principles and guidelines by which current civilian police operations and performance can be assessed and evaluated.

(c) Police Development Officer (P-3): The incumbent is responsible for the development and distribution of police materials and guidelines for the pre-deployment programmes of civilian police officers. The incumbent is also responsible for the standardization of induction programmes of civilian police officers deployed to peace operations. In addition, the incumbent is to assist police-contributing countries by providing advice and guidance in their preparation of civilian police officers for service in peace operations.

5.131 It is proposed to strengthen the Mission Management Section through the addition of one General Service post, bringing its strength to eight posts. This staff member will assist the mission management officers in arranging the transportation for the deployment and rotation of civilian police officers, thereby allowing these individuals to devote a greater percentage of their time to selection assistance teams. The function of this post is:

Administrative Assistant (General Service (Other level)): Under the supervision of the mission management officers, the incumbent is responsible for procedures and practices relating to the administration and deployment of civilian police officers in peace operations. The incumbent will process the travel of civilian police officers by coordinating the activities of the permanent missions, the peace operations and the various responsible units, sections and divisions of the Department.

5.132 The proposed Criminal Law and Judicial Advisory Unit will consist of three Professional staff: two judicial officers (P-4 and P-3) to provide the Civilian Police Adviser and the various components of a peace operation with operational and technical advice in the development of comprehensive rule of law strategies; to support the planning, training, and activities of the Division and the civilian police components in the field with regard to the criminal justice system of the country in which the peace operation takes place; to provide operational guidance for the Division and the field components on the relationship between the police and judicial systems. Furthermore, one Correction Officer (P-4) will have similar responsibilities in relation to the corrections system of the country in which the peace operation takes place. Advice will also be provided by the judicial officers on administrative and disciplinary issues pertaining to the management of civilian police officers during their service in peace operations, for example, in areas such as the repatriation of civilian police officers, codes of conduct, disciplinary procedures and standards for the use of force and firearms by civilian police officers while on duty in mission areas. The functions of the requested posts are the following:

(a) Judicial Officer (P-4): The incumbent is responsible for advising the Civilian Police Adviser on the full range of operational and technical policies related to the development of comprehensive rule of law and criminal law strategies for peace operations. The incumbent also drafts principles and guidelines for the development of local judicial services and provides guidance for the respective components of peace operations. In addition, the incumbent is responsible for the development and distribution of judicial materials and

guidelines for the pre-deployment and induction programmes of civilian police and judicial officers regarding rule-of-law issues.

(b) Judicial Officer (P-3): The incumbent is responsible for advising the Civilian Police Adviser on the full range of operational and technical policies related to the development of comprehensive rule-of-law and criminal law strategies for peace operations. In addition, the incumbent drafts principles and guidelines for the development of local judicial services and provides guidance for the respective components of peace operations. The incumbent also advises the Civilian Police Adviser on all administrative legal issues regarding the deployment, discipline, and conduct of civilian police officers serving in peace operations.

(c) Corrections Officer (P-4): The incumbent is responsible for advising the Civilian Police Adviser on the full range of operational and technical policies related to the development of corrections systems strategies for peace operations. The incumbent drafts principles and guidelines for the development of local correction services and provides guidance for the respective components of peace operations. In addition, the incumbent is responsible for the development and distribution of corrections materials and guidelines for the pre-deployment and induction programmes of civilian police and judicial officers regarding corrections issues.

Non-post requirements

Overtime

5.133 A provision of $100,000 is requested for overtime work. Notwithstanding the additional General Service staffing requested in the present report, it is clear that there remains a requirement for overtime during this period. One reason is that there will be a time lag before new staff members are recruited. Secondly, while in the medium term new staff will ease the burden in the various areas, the integration of new staff members will involve much time and effort to be devoted to training and familiarizing these individuals with the systems and procedures in use in the Department. This is a very labour-intensive process, and the result is that, for a short period, the workload increases for those involved. This factor, in combination with the existing workload, which exceeds the current capacity of the offices concerned, will necessitate that staff continue to work overtime to complete the required tasks.

Supplies and materials

5.134 Estimated requirements of $6,500 under this heading relate to office supplies based on the standard rate of $100 per person per annum for 129 staff members for a six-month period.

Office furniture and equipment

5.135 An amount of $533,600 is proposed under this heading. This is based on standard costs for acquisition of office furniture for the grade and number of additional staff proposed for the Department.

Rental of premises

5.136 Resource requirements for the Department of Peacekeeping Operations are centralized under the Department of Management. As such, no provision is made here.

Communications

5.137 Estimated requirements of $161,400 based on standard costs for the approved number of staff.

Maintenance of office automation equipment

5.138 For the maintenance of electronic data-processing equipment a provision of $77,400 is made. This is based on a cost of $600 per desktop (half the annual cost of $1,200 per computer), and the associated servers and networks, for 129 computers for a six-month period.

Data-processing equipment

5.139 Provision is made for $3,459,800 for the cost of acquisition of data-processing equipment to support 129 additional staff members. This is based on the assumption that the additional staff will be located in one new office location, thereby requiring wiring, installation of servers etc. The breakdown of this provision is as follows:

(a) $199,950 for 129 desktops and monitors;

(b) $67,500 for 27 laptops;

(c) $183,100 for printers, consisting of 94 desktop printers ($42,300), 40 all-in-one printers ($80,000) 5 LAN printers ($15,000), 5 colour laser jet printers ($35,000) and 27 portable printers ($10,800);

(d) $150,000 for 6 servers. A minimum of 6 servers are required to effectively provide email and reliable access for major application systems i.e. FACS, FESS and FPMS, as well as to administrative/reference databases and the document imaging and workflow applications. A hub server is required to replicate applications and databases;

(e) $120,000 for server room set-up. As the Department of Peacekeeping Operations is deploying a distributed data-processing configuration in order to ensure effective delivery and access to systems, while enhancing reliability and load balancing. This requires the set-up of a secured server room with ancillary facilities;

(f) $72,000 for 4 UPS systems for servers;

(g) $16,000 for 2 rack systems;

(h) $185,000 for LAN wiring and connectivity, including routers, switches, hubs and firewalls;

(i) $1,300,000 for ENT backup requirements. The existing storage facilities are not sufficient to cater to the ever-increasing demand for data storage. It is in fact anticipated that the requirements will grow exponentially with the increasing use of emails with attachments instead of inter-office memoranda, faxes and photocopies of documents. Data storage will also be more crucial with the launch of the E-Stars Document Imaging Project within the Department, which will soon be deployed to all field missions. Once fully implemented, the system is expected to grow by at least one terabyte a year and possibly more if the system is expanded to cover other documents as workflow applications and paperless office operations are pursued. Existing field applications such as FACS also are continuously expanding with daily transactions and asset records. The implementation of the Galaxy Project for the Office of Human Resources Management and the Department of Peacekeeping Operations will also require additional data storage and reliable backup system. It is therefore considered imperative that these requirements be addressed at the outset in order to provide for the expanded demand for data storage and backup of records and information;

(j) $342,200 for software licences and packages;

(k) $718,000 for installation and maintenance costs, including high-speed connectivity links;

(l) $25,000 for five digital senders;

Description	*Amount (United States dollars)*
I. Training Activities	
Mission Orientation Programme	80 000
Field staff training	70 000
II. Research and development	
Translation and printing of Training and Evaluation Service publications	200 000
Consultant to finalize development of doctrines, principles and guidelines for peacekeeping operations	36 000
Consultant to revise United Nations peacekeeping module for national staff college	36 000
Total	**422 000**

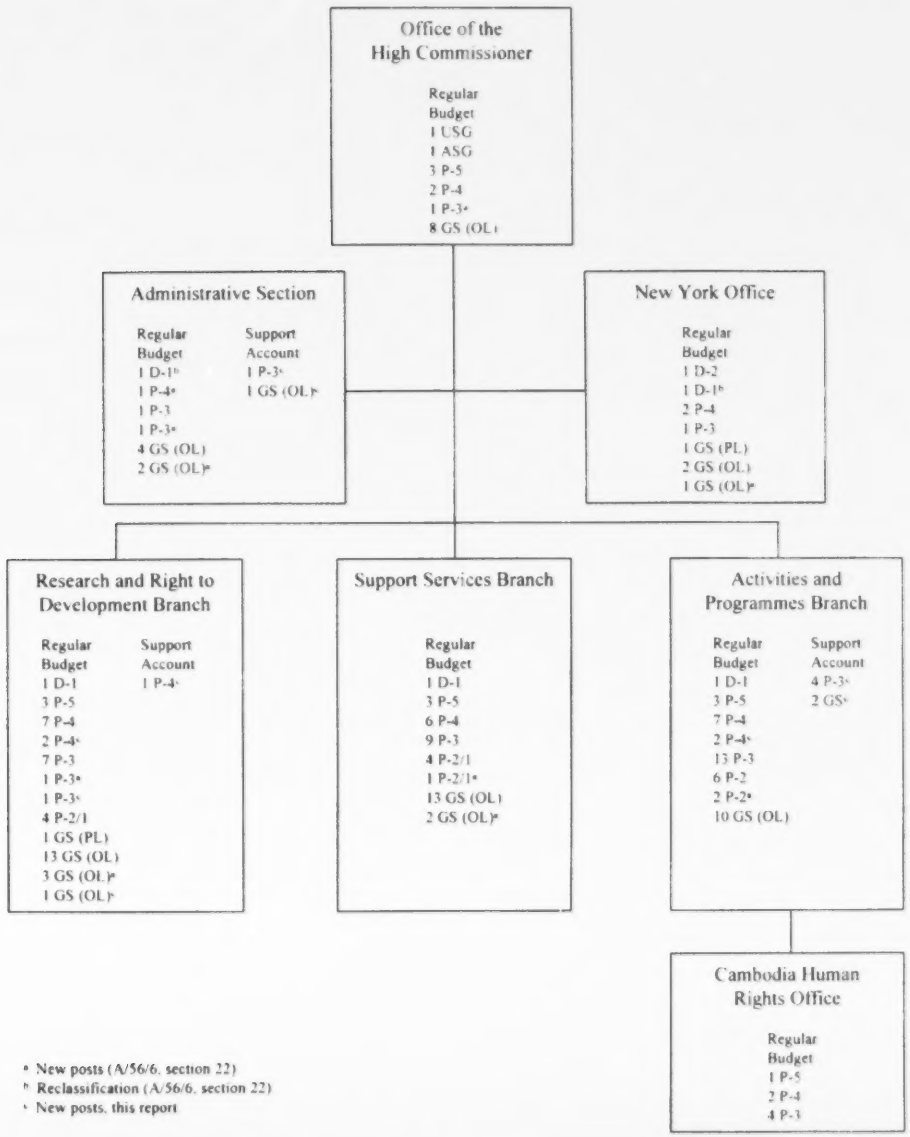
Official travel

5.144 Provision of $260,000 is made for the increased travel schedule required to enhance Headquarters support for the field and to carry out an increased number of assessment missions to troop-contributing countries.

Description	*Amount (United States dollars)*
Military Readiness Assistance/Verifications	
Provision is made for 10 trips consisting of 2 staff members for readiness assistance/verification visits to Member States.	100 000
Staff exchanges between Headquarters and the field	
Mutual benefits for both mission and Headquarters staff would be achieved from short-term exchanges between staff of the Department of Peacekeeping Operations and their counterparts in the missions. This would enable Headquarters staff to improve their understanding of their respective areas of responsibility in the field while at the same time providing the same benefits for mission staff as regards the performance of related functions from a Headquarters perspective. At present, the assignment of mission staff to Headquarters can only be achieved if the mission appointee is first separated from service and then temporarily recruited at Headquarters against a vacant post. This administratively cumbersome arrangement has limited the Department's ability to institute short-term exchanges between field and Headquarters staff. A total of $125,000 is requested to finance five three-month assignments of mission personnel to Headquarters.	125 000
Technical surveys	
Provision is made for technical visits either in support of its major programmes or as part of a pre-mission assessment team. Funding is based on one visit, consisting of seven staff members.	35 000
Total	**260 000**

Section 22
Human rights

Proposed organizational structure and revised post distribution for the Office of the United Nations High Commissioner for Human Rights



[a] New posts (A/56/6, section 22)
[b] Reclassification (A/56/6, section 22)
[c] New posts, this report

Table 22.1 **Summary by object of expenditure**

(Thousands of United States dollars)

Object of expenditure	*Proposed programme budget 2002-2003 initial appropriation*	*Resource growth*	*Proposed revised estimates*
Regular budget			
Posts	27 728.7	630.4	28 359.1
Other staff costs	2 849.2	-	2 849.2
Non-staff compensation	224.0	-	224.0
Consultants and experts	190.2	190.0	380.2
Travel	9 203.7	114.0	9 317.7
Contractual services	272.9	521.5	794.4
General operating expenses	705.9	42.8	748.7
Hospitality	15.0	-	15.0
Supplies and materials	147.2	21.2	168.4
Furniture and equipment	465.0	330.4	795.4
Grants and contributions	258.5	40.0	298.5
Subtotal	**42 060.3**	**1 890.3**	**43 950.6**

Object of expenditure	*1 July 2001 to 30 June 2002 appropriation*	*Resource growth*	*Proposed revised estimates*
Support account for peacekeeping operations			
Posts	-	422.9	422.9
Consultants and experts	-	351.1	351.1
General operating expenses	-	16.8	16.8
Supplies and materials	-	0.5	0.5
Furniture and equipment	-	57.0	57.0
Staff assessment	-	100.7	100.7
Subtotal	**-**	**949.0**	**949.0**
Grand total	**42 060.3**	**2 839.3**	**44 899.6**

Table 22.2 **Post requirements**

	2002-2003 proposed staffing	*Proposed changes*	*Proposed revised staffing*
Regular budget			
Professional category and above			
Under-Secretary-General	1	-	1
Assistant Secretary-General	1	-	1
D-2	1	-	1
D-1	5	-	5
P-5	13	-	13
P-4/3	65	5	70
P-2/1	17	-	17
Subtotal	**103**	**5**	**108**
General Service category			
Principal level	2	-	2
Other level	58	1	59
Subtotal	**60**	**1**	**61**
Total	**163**	**6**	**169**

	1 July 2001 to 30 June 2002 approved staffing	*Proposed changes 1 Jan to 30 June 2002*	*Proposed revised staffing*
Support account for peacekeeping operations			
Professional category and above			
P-4/3	-	6	6
Subtotal	-	**6**	**6**
Other level	-	3	3
Subtotal	-	**3**	**3**
Total	-	**9**	**9**
Grand total	**163**	**15**	**178**

22.1 In paragraph 145 of his report on the implementation of the report of the Panel on United Nations Peace Operations (A/55/502), the Secretary-General sought an increase in resources for the Office of the United Nations High Commissioner for Human Rights to strengthen its ability to implement tasks arising from the Panel's recommendations. As shown in tables 22.1 and 22.2, an increase of $2,839,300 is requested, $1,890,300 of which is sought from the regular budget and $949,000 would come from the support account for peacekeeping operations. A total of 15 new posts are

proposed for the Office. Six of the new posts are proposed under the regular budget ($630,400) and nine would be under the support account ($422,900).

Right to development, research and analysis

Regular budget posts

22.2 The amount of $297,500 from the regular budget is requested for three Professional posts (2 P-4 and 1 P-3) and one General Service post in order to develop training materials on human rights, make available methodology and provide expert advice on human rights and rule-of-law work for peace operations, and develop a standardized information management system for information gathered by human rights components of peace operations, to be applied consistently in all peace operations.

22.3 The first new P-4 post is proposed to develop training materials on human rights and to provide and assist international, national and regional partners in providing pre-deployment and in-mission training for peace operations staff. At present, the Office carries out, in cooperation with the Department of Peacekeeping Operations, one training programme of three weeks' duration a year for national trainers of military and civilian police staff to be deployed to peace operations. The Office is responsible for designing and conducting the human rights section of the programme. In addition, depending on the Office's capacity, staff participate in training programmes for potential peace operation personnel organized by national institutes by delivering human rights sessions (an average of three a year).

22.4 The Office will continue to work with the Department of Peacekeeping Operations Training Unit with regard to the pre-deployment training of trainers of military and civilian police staff of peace operations. It is envisaged that, as from 2002, the number of such courses will increase from one to at least four, and the range of topics covered will be expanded to make the courses more comprehensive. In addition, the Office will participate in the United Nations assistance team missions for in-country training of personnel to be deployed to peace operations.

22.5 The Office will establish and strengthen contacts with national institutes and programmes that organize pre-deployment training for civilian personnel to ensure that human rights issues are included in the programmes and that suitable materials are developed or adapted and to provide training. At present, and even in the absence of an active training policy, the Office is called upon to participate in an average of more than 10 such programmes a year and is not able to meet this demand.

22.6 The functions of the proposed P-4 post would include:

(a) Assisting peace operations in human rights training and in the development of pre-deployment and in-mission training capacity;

(b) Ensuring support for human rights training within programmes organized by international, regional and national institutes for military peacekeepers, civilian police, human rights and other civilian staff;

(c) Identifying key partners (multilateral, bilateral, national and regional) involved in the training of peace operations and developing cooperative training initiatives with them;

(d) Developing, adapting and coordinating the preparation of training materials for military peacekeepers, civilian police, human rights and other civilian staff and assisting peace operations in developing country and mission specific materials.

22.7 A second new P-4 post is proposed to make available methodology for and provide expert input on human rights and rule-of-law work to peace operations. These activities would be conducted in close cooperation with the rule-of-law unit in the Department of Peacekeeping Operations, of which this office would be the Geneva counterpart. The Office of the United Nations High Commissioner for Human Rights has developed significant expertise in building and strengthening institutions responsible for the protection and promotion of human rights. Relevant methodological tools, including training materials, programmes and networks of expertise are available. The main task of the incumbent would be to make available such expertise into peace operations, at both the planning and implementation phases.

22.8 The incumbent of the proposed P-4 post would perform the following functions:

(a) Ensure advice to the human rights components of peace operations on matters related to the rule of law, such as judicial, police and penal reform, development of legislative and regulatory frameworks consistent with international standards, national human rights institutions, development of national human rights capacity, human rights education, truth and reconciliation commissions, strengthening of civil society and protection of vulnerable groups;

(b) Liaise with and be the working counterpart of the rule-of-law unit of the Department of Peacekeeping Operations;

(c) Develop, adapt and coordinate the preparation of methodological tools, including guidelines and manuals, to support activities of peace operations aimed at strengthening the rule of law;

(d) In coordination with desk officers, assist human rights components in the development and implementation of technical cooperation projects aimed at strengthening the rule of law;

(e) Cooperate with the United Nations Development Programme (UNDP), the Office of the United Nations High Commissioner for Human Rights and other agencies in providing support for peace operations in the area of the rule of law and human rights.

22.9 The Office's internal information system, the Human Rights Computerized Analysis Environment (HURICANE) consists of the following databases: (a) the treaty body system, which contains fact sheets and documents relevant to treaty bodies, such as those dealing with the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment, the International Convention on the Elimination of All Forms of Racial Discrimination, the Convention on the Rights of the Child, etc. (approximately 13,000 documents); (b) a Charter-based bodies database, which contains reports and documents from the Commission on Human Rights, its subcommissions, etc. (approximately 20,000 documents); (c) internal documents, including news and statements (approximately 14,000 press clippings and documents); (d) the digital registry (incoming correspondence, approximately 13,000 scanned documents); and (e) the field document information on the work of field officers used on demand.

22.10 Additional systems are planned, the ultimate objective of which is the creation of a human rights knowledge management capability. These include: (a) a thematic mandates database, which would contain information processed through the thematic mandates of the Commission; (b) a communications database, which would contain individual communications processed through the conventional human rights procedures; (c) human rights educational databases, which would contain descriptions of and links to relevant material from Governments, and inter- and non-governmental organizations and; (d) an external source database, which would contain bibliographical reference tools for human rights material in general.

22.11 The establishment of an Extranet facility will allow access by human rights components of peace operations to HURICANE databases and the information contained therein in United Nations and

other human rights documents, manuals, methodological tools and the like that are relevant to the country of operation as well as the areas of activity of the component.

22.12 The incumbent of the proposed P-3 post would be responsible for the development and advancement of human rights and/or administrative information systems and databases for specific use by human rights components of peace operations, to be linked to the field documents system mentioned above. This includes the implementation of interfaces from or to Internet- or Intranet-based dissemination facilities. He or she would define information technology development requirements, priorities and work plans, in collaboration with management and in compliance with United Nations standards and guidelines for information technology, and would work closely with the information systems administration in order to ensure that newly developed systems are in compliance with the existing information technology infrastructure. The incumbent of the proposed General Service post would provide administrative support to those activities.

22.13 Non-post resource requirements related to information technology are discussed under programme support below.

Support account posts

22.14 The amount of $69,600 ($55,600 net of staff assessment) from the support account is requested for one P-4 post in order to coordinate the preparation of and ensure training and advice on the implementation of an interim criminal procedure code to be applied under the United Nations transitional administration pending the re-establishment of local rule of law and local law enforcement capacity.

22.15 The report of the Panel recommended that the Secretary-General invite a panel of international legal experts to evaluate the feasibility and utility of developing an interim criminal code. A working group established to that end has already concluded that it would not be desirable for the Secretariat to elaborate a model criminal code, given the diversity of country-specific legal traditions. However, the group agreed that further elaboration of the practical aspects of criminal procedures would be of great benefit. These rules should fully take into account international human rights standards. The Secretary-General has asked the relevant offices to conduct a needs assessment regarding interim "rules" of criminal law and criminal procedure. Once the needs assessment is completed, the first draft of interim rules will be produced. At that point, the Secretariat would be in a position to discuss with Member States how to finalize the rules and disseminate them to potential contributors for the training of contingents in future transitional administrations. Consultations with UNMIK and UNTAET indicate that there are urgent needs in this regard. Initially, the relevant tasks were assigned to the Department of Peacekeeping Operations. Therefore, the addendum to the report of the Secretary-General (A/55/507/Add.1) did not refer to their financial implications under the chapter on human rights. In the meantime, the Office of the United Nations High Commissioner for Human Rights has been requested to assume this responsibility.

22.16 The incumbent of the proposed P-4 post would perform the following functions:

(a) Initiate consultations with the United Nations relevant partners (Centre for International Crime Prevention, Office of Legal Affairs, Department of Peacekeeping Operations, Department of Political Affairs, UNDP, United Nations Children's Fund, Office of the Special Adviser on Gender Issues/Division for the Advancement of Women in the Department of Economic and Social Affairs);

(b) Liaise with experts in the Office of Legal Affairs, UNMIK and UNTAET;

(c) Identify consultants, draft terms of reference and coordinate their inputs;

(d) Coordinate the drafting process;

(e) Coordinate the necessary arrangements for the adoption of the draft;

(f) See the production and dissemination of the interim code;

(g) Develop training strategies and methodology;

(h) Conduct training;

(i) Oversee the work of adapting the interim code to specific regional instances;

(j) Organize two expert group meetings to consider and finalize the drafts.

Advisory services, technical cooperation, support for human rights fact-finding procedures and field activities

Regular budget posts

22.17 The amount of $333,600 is requested from the regular budget under this subprogramme to provide for two new P-4 posts. The functions of these posts are described below.

22.18 One new P-4 post would provide constant and timely exchange of information between the geographical structure and the wider United Nations system for conflict prevention and peace making/keeping/building. The incumbent of this post would perform the following functions:

(a) Liaise with the Department of Peacekeeping Operations, the Department of Political Affairs and other United Nations departments and bodies as appropriate and coordinate the information flow between them and the Office of the United Nations High Commissioner for Human Rights at Geneva;

(b) Assist the Office of the United Nations High Commissioner for Human Rights at Geneva in providing input to the Department of Peacekeeping Operations and the Department of Political Affairs within the framework of preparations for peace operations;

(c) Ensure the representation of the Office in United Nations inter-agency meetings on early warning and prevention issues.

22.19 A second new P-4 post is proposed to provide analytical and methodological support for the design and implementation of human rights components of peace operations and to develop lessons learned and best practices in this regard.

22.20 The Office will be responsible for providing the Department of Peacekeeping Operations and the Department of Political Affairs with blueprints for human rights components, staffing structures, resource requirements and other elements necessary for the effective design of human rights components of peace operations. Particular emphasis will need to be placed on the interaction of human rights with other mission components, especially civilian police, to develop cooperation with the rule of law and human rights specialists in complex peace operations. The incumbent will also focus on cooperating with and providing guidance to responsible parts of the Office of the United Nations High Commissioner for Human Rights and the responsibilities will also include developing lessons learned process and promoting good practices.

22.21 The incumbent of the proposed P-4 post would perform the following functions:

(a) Ensure the support of the Office of the United Nations High Commissioner for Human Rights for the Department of Peacekeeping Operations and the Department of Political Affairs in designing and establishing the human rights components of peace operations;

(b) Represent the Office of the United Nations High Commissioner for Human Rights at the strategic planning activities of peace operations, including evaluation and support missions;

(c) Assist geographic desk officers in adjusting model concepts of operation to specific country situations when new operations are established;

(d) Analyse possible exit strategies for human rights components, taking into account the need for continuity of human rights work in a given region;

(e) Develop standard operating procedures for the setting up and daily running of human rights components and develop guidelines and other methodological tools for the use of human rights components, as necessary;

(f) Be the working-level counterpart of the Department of Peacekeeping Operations on all matters related to the memorandum of understanding between the two departments.

Support account posts

22.22 A provision of $340,600 gross ($275,800 net of staff assessment) from the support account is proposed for six posts (4 P-3 and 2 General Service) to provide daily advice and substantive backstopping for the human rights components of peace operations within the geographic teams.

22.23 Responsibility for the day-to-day substantive backstopping of human rights components of peace operations currently rests primarily with the four geographic teams of the Activities and Programmes Branch. The regular budget provides for 20 Professional and 4 General Service posts in the four geographic teams (Africa, Asia and the Pacific, Latin America and the Caribbean and the Organization for Security and Cooperation in Europe). The geographic teams carry out tasks related to the design, implementation and support of all technical cooperation and monitoring activities in which the Office is engaged at the country and regional level. At present, the Office is implementing some 50 technical cooperation country projects, supporting 35 special rapporteurs and managing and backstopping some 27 field offices. Geographic teams are also responsible for supporting other United Nations human rights system activities at the country level, including the work of treaty bodies and thematic rapporteurs. They are also responsible for initiating administrative action in connection with the above areas of activity. The workload of the geographic desk officers includes an average of six to eight countries per officer.

22.24 In addition, consistent with the overall responsibility of the High Commissioner for Human Rights for the coordination of human rights activities throughout the United Nations system, and on the basis of the 1999 memorandum of understanding between the Office and the Department of Peacekeeping Operations, the Office is responsible for providing substantive backstopping for the human rights components of United Nations peace operations. Human rights components are currently established in operations managed by the Department of Peacekeeping Operations and the Department of Political Affairs in the following countries and territories: Abkhazia, Georgia; East Timor; Democratic Republic of the Congo; Ethiopia and Eritrea; Sierra Leone; Tajikistan; Afghanistan; Angola; the Central African Republic; Guinea-Bissau; Haiti; Liberia; Bosnia and Herzegovina; Kosovo, Federal Republic of Yugoslavia; and Guatemala. The relevant data are indicated in tables 22.3 to 22.5.

22.25 Owing to the limited resources available to the Office in this area and to the increase in the number of both peace operations and human rights components therein (five of the above-mentioned operations, for example, were established over the past year), substantive support cannot be systematically and promptly extended by the Office to all the above operations within its current capacity. The inability to ensure systematic links between the Office and the human rights components of peace operations results in a less coherent and less effective approach to United

Nations human rights work in the field. The four additional desk officers would be responsible for the following tasks:

(a) Assist in providing day-to-day substantive backstopping of the human rights components of peace operations;

(b) Supporting the planning and design of human rights components of peace operations, including its functions and structure;

(c) Participating in the assessment of human rights needs in the countries concerned to ensure a comprehensive and relevant design of human rights activities to be carried out by peace operations;

(d) Facilitating links and communication between the human rights component and United Nations human rights mechanisms, including the High Commissioner, the treaty bodies and the special procedures of the Commission on Human Rights;

(e) Liaising, at the Headquarters level, with other concerned United Nations agencies and departments on issues of relevance to the mandate and work of human rights components;

(f) Providing input, based on international human rights standards and methodology and tools developed by the Office, to the design and implementation of human rights and rule of law activities, including the building of national capacity on the promotion and protection of human rights (training for government officials, reform of police, judicial and correctional systems and establishment of national human rights institutions, provision of assistance for non-governmental organizations and civil society); national reconciliation processes; development of laws and regulations consistent with international standards; development of national plans of action on human rights; drafting of reports under human rights conventions; and other relevant areas;

(g) Facilitating access to expertise, both within and outside the Office, in all the above areas, to be made available to human rights components;

(h) Advising and supporting human rights components on resource mobilization, particularly from external sources.

Table 22.3 **Human rights components in peacekeeping operations**

(1 July 2000-30 June 2001)

Mission	*Amount (US$)*	*No. of posts*
UNAMSIL	2 384 900	18
UNMEE	1 259 400	11
UNTAET	3 433 800	60
UNMIK	1 049 425	10
UNOMIG	281 085	4
UNMIBH[a]	2 154 462	28
MONUC	5 968 800	53
Total	**16 531 872**	**184**

[a] UNMIBH additionally has a component of 127 civilian police with human rights tasks.

Table 22.4 **Breakdown of posts in peacekeeping operations**

Mission	D-1	P-5	P-4	P-3	P-2/1	General Service: Field Service	General Service: Principal level	General Service: Other level	General Service: National Officer	General Service: Local level	United Nations Volunteer
UNAMSIL	1	-	4	5	2	1	-	1	-	2	2
UNMEE	-	1	2	4	-	-	-	2	-	2	-
UNTAET	1	3	6	13	-	1	1	1	2	28	4
UNMIK	1	1	1	3	-	-	-	1	-	3	-
UNOMIG	-	1	-	-	1	-	-	-	-	1	-
UNMIBH	-	1	8	8	-	-	-	-	2	9	-
MONUC	-	2	8	8	-	-	-	16	-	13	6
Total	**3**	**9**	**29**	**41**	**3**	**2**	**1**	**21**	**4**	**59**	**12**

Table 22.5 **Human rights component in political missions (funded from the regular budget)**

	Posts: Professional	Posts: General Service
MINUGUA[a]	7	4
MICAH[b]	2	3
UNOL	1	-
BONUCA	2	4
UNOGBIS	2	4
UNOA	12	5
United Nations Peace-building Support Office in Tajikistan	1	-
Total	**27**	**20**

[a] There are also some 33 Professionals in regional offices. There is, however, no specific information on how many are dealing with human rights verification.

[b] Plus 31 Professional and 10 General Service staff members from extrabudgetary resources.

Abbreviations:

ONUCA, United Nations Peace-building Support Office in the Central African Republic; MICAH, International Civilian Support Mission in Haiti; MINUGUA, United Nations Verification Mission in Guatemala; UNAMSIL, United Nations Mission in Sierra Leone; UNMEE, United Nations Mission in Ethiopia and Eritrea; UNMIBH, United Nations Mission in Bosnia and Herzegovina; UNMIK, United Nations Interim Administration Mission in Kosovo; UNOA, United Nations Office in Angola; UNOGBIS, United Nations Peace-building Support Office in Guinea-Bissau; UNOL, United Nations Peace-building Support Office in Liberia; UNOMIG, United Nations Observer Mission in Georgia; UNTAET, United Nations Transitional Administration in East Timor.

Programme support

22.26 The Panel recommended an increased focus of civilian police, other rule-of-law elements and human rights experts in complex peace operations on strengthening rule of law institutions and

improving respect for human rights in post-conflict environments. The report of the Secretary-General recalls that, in the Millennium Declaration, Heads of State and Governments pledged to spare no effort to promote democracy and strengthen the rule of law, as well as promoting respect for all internationally recognized human rights and fundamental freedoms, including the right to development. To ensure the preparation and swift selection of suitable staff for peace operations, pre-deployment training and the organization of a roster of available and trained candidates is required. Based on its memorandum of understanding with the Department of Peacekeeping Operations, the Office of the United Nations High Commissioner for Human Rights has been selecting human rights field personnel for peace operations since 1999. Experience gained thus far shows that this task is multi-faceted and highly demanding. As suggested in the report of the Panel, in addition to normal recruitment procedures, the selection of human rights personnel and rule-of-law specialists must take into account situations which require an immediate response. There is hence a need to develop clear staffing strategies with a view to establishing standby arrangements with due attention paid to ensuring gender and geographical balance in recruitment. The roster should be regularly updated, candidates pre-screened and systematically evaluated. A functioning roster will ensure quality control over specialized personnel which will have a positive impact on the overall performance of the human rights and rule of law components of peace operations while at the same time contribute to career opportunities and development for the affected staff.

Support account posts

22.27 Resources from the support account in the amount of $115,000 ($93,500 net of staff assessment) for one P-3 post is requested to consolidate, maintain and manage rosters of human rights and other specialists in the rule of law for peace operations and assist in their recruitment for peace operations, and for one General Service post to provide administrative support to the Office's substantive activities in support of peace operations.

22.28 The incumbent of the proposed P-3 post would perform the following functions:

(a) Review the existing roster of standard profiles for human rights officers of the Office of the United Nations High Commissioner for Human Rights and, in consultation with the substantive branch concerned, develop profiles for rule-of-law specialists for peace operations;

(b) Develop a simple roster system that would meet the requirements of the organization including screening of applicants, vetting them, interviewing applicants that fit the profile(s) established and putting the applicant on the roster etc.;

(c) Publish new vacancies on the web site of the Office of the United Nations High Commissioner for Human Rights;

(d) Receive and vet applications, interview and shortlist candidates and update the roster accordingly; forward shortlist to the programme manager concerned for the final stage of selection and confirmation through established internal bodies;

(e) Regularly update the roster, including entering the results of personnel appraisals (FOPA) and information on staff development — e.g. participation in specialized training;

(f) Develop cooperative arrangements and partnerships with non-governmental organizations and national institutions with a view to establishing standby arrangements for the staffing of human rights and rule of law related units during the initial phases of peace operations;

(g) Respond to new vacancies by vetting candidatures and preparing comparative evaluations to be submitted for final selection to the competent body;

(h) Liaise with peace operations and the Department of Peacekeeping Operations, the Department of Political Affairs and the Field Administration and Logistics Division in New York as relevant.

Non-post requirements

a. Regular budget

Consultants and experts

22.29 The amount of $190,000 is requested for activities related to: (a) conducting training programmes for military, police, human rights and other civilian staff of peace operations; and (b) drafting, updating and finalizing training materials on human rights (manuals, trainers' guides, training aids and compilations of standards) for civilian police and military peacekeeping staff in three languages.

Travel

22.30 The amount of $114,000 is requested for travel of staff in connection with the conduct of training programmes for military, police, human rights and other civilian staff of peace operations and for attending meetings with the Department of Peacekeeping Operations on defining an information-sharing strategy.

Contractual services

22.31 The amount of $521,500 is requested to provide for the following: (a) $130,000 for external translation and interpretation contracts; (b) $170,000 for the external printing of materials related to training programmes for military, police, human rights and other civilian staff of peace operations and of training materials on human rights (manuals, trainers' guides, training aids and compilations of standards) for civilian police and military peacekeeping staff; and (c) $221,500 for data-processing services in connection with the development of information technology.

General operating expenses

22.32 The amount of $42,800 is requested to provide for the rental of furniture and equipment ($2,400), communications ($28,400) and maintenance of office equipment ($12,000).

Supplies and materials

22.33 The amount of $21,200 is requested for supplies and materials in connection with the training programmes for military, police, human rights and other civilian staff of peace operations as well as for the needs of the incumbents of the proposed new posts.

Furniture and equipment

22.34 The amount of $330,400 is requested to provide for: (a) the acquisition of office equipment ($25,600) for the new posts proposed; and (b) data-processing equipment ($304,800) required for database development, information technology infrastructure measures, including the establishment of an Extranet for external access to HURICANE and its incorporation into the proposed peace operations Extranet, and the implementation of a multi-database search engine to allow for country- or subject-based research on the HURICANE databases.

Grants and contributions

22.35 The amount of $40,000 is requested for the participants in training programmes for military, police, human rights and other civilian staff of peace operations.

b. Support account

Consultants and experts

22.36 The amount of $351,100 is proposed as follows: (a) $117,700 for two consultants at the P-5 level for six months each, to provide relevant expertise, such as in common law and in civil law, and carry out specific research related to the interim rules or code, and (b) $233,400 for two expert group meetings in Geneva with 30 experts participating in each meeting to consider the draft interim rules.

General operating expenses

22.37 The amount of $16,800 is proposed to provide for (a) rental of furniture and equipment ($900), (b) communications ($11,400) and (c) maintenance of office automation equipment ($4,500).

Supplies and materials

22.38 The amount of $500 is proposed to provide for supplies and materials for the incumbents of the new posts proposed.

Furniture and equipment

22.39 The amount of $57,000 is proposed to provide for office furniture and equipment ($37,200) and data-processing equipment ($19,800) for the new posts proposed.

Staff assessment

22.40 The amount of $100,700 is requested to provide for staff assessment for the new posts proposed.

Section 27
Management and central support services

Table 27.1 **Summary by object of expenditure**

(Thousands of United States dollars)

Object of expenditure	*Proposed programme budget 2002-2003 initial appropriation*	*Resource growth*	*Proposed revised estimates*
Regular budget			
Posts	159 945.4	-	159 945.4
Other staff costs	8 688.2	-	8 688.2
Consultants and experts	613.0	-	613.0
Travel	1 418.8	-	1 418.8
Contractual services	35 174.3	-	35 174.3
General operating expenses	112 376.6	127.9	112 504.5
Hospitality	19.2	-	19.2
Supplies and materials	4 054.5	-	4 054.5
Furniture and equipment	8 073.8	-	8 073.8
Grants and contributions	1 549.9	-	1 549.9
Subtotal	**331 913.7**	**127.9**	**332 041.6**

Object of expenditure	*1 July 2001 to 30 June 2002 appropriation*	*Resource growth*	*Proposed revised estimates*
Support account for peacekeeping operations			
Posts	8 788.4	1 566.4	10 354.8
Other staff costs	436.0	214.3	650.3
Consultants and experts	-	120.0	120.0
Travel	20.0	303.6	323.6
General operating expenses	6 583.8	3 671.8	10 255.6
Supplies and materials	13.0	103.1	116.1
Furniture and equipment	39.0	374.1	413.1
Staff assessment	1 572.6	321.6	1 894.2
Subtotal	**17 452.8**	**6 674.9**	**24 127.7**
Grand total	**349 366.5**	**6 802.8**	**356 169.3**

Table 27.2 **Post requirements**

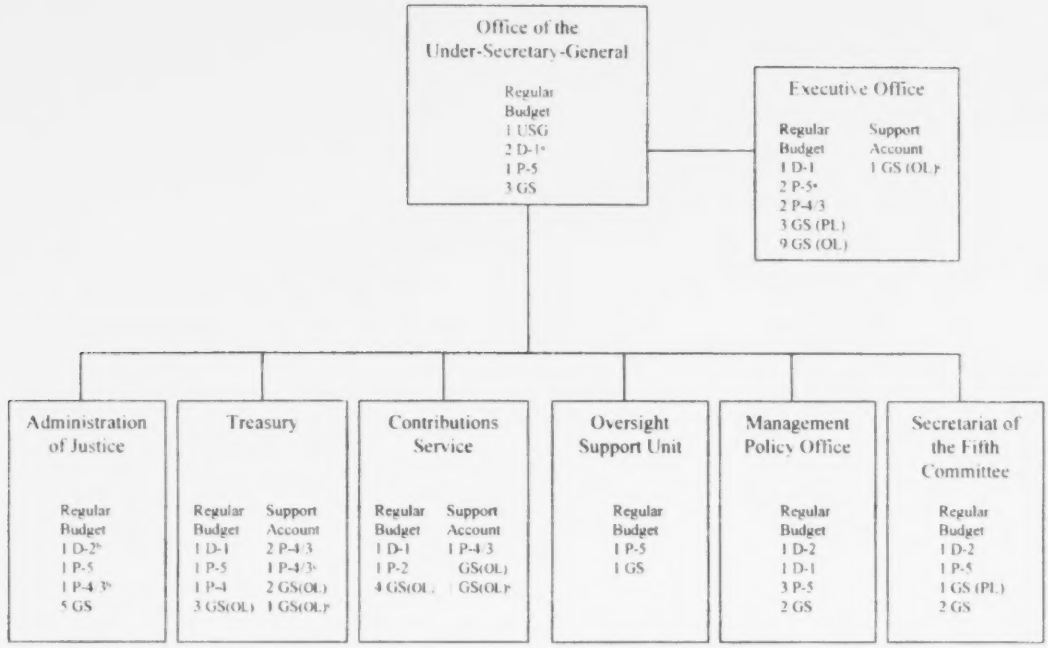
	2002-2003 proposed staffing	*Proposed changes*	*Proposed revised staffing*
Regular budget			
Professional category and above			
Under-Secretary-General	1	-	1
Assistant Secretary-General	3	-	3
D-2	10	-	10
D-1	25	-	25
P-5	55	-	55
P-4/3	144	-	144
P-2/1	36	-	36
Subtotal	**274**	**-**	**274**
General Service category			
Principal level	47	-	47
Other level	400	-	400
Subtotal	**447**	**-**	**447**
Other categories			
Security Service	176	-	176
Trades and crafts	99	-	99
Subtotal	**275**	**-**	**275**
Total	**996**	**-**	**996**

	1 July 2001 to 30 June 2002 approved staffing	*Proposed changes 1 Jan to 30 June 2002*	*Proposed revised staffing*
Support account for peacekeeping operations			
Professional category and above			
D-2	1	-	1
D-1	1	1	2
P-5	6	2	8
P-4/3	42	20	62
P-2/1	2	2	4
Subtotal	**52**	**25**	**77**
General Service category			
Principal level	1	10	11
Other level	44	23	67
Subtotal	**45**	**33**	**78**
Other categories			
Security Service	-	3	3
Subtotal	**-**	**3**	**3**
Total	**97**	**61**	**158**
Grand total	**1 093**	**61**	**1 154**

27.1 The comprehensive review has reaffirmed the role of the Department of Management in the backstopping of peacekeeping operations, as articulated in paragraphs 198 through 221 of the corresponding report. The Department sets and monitors the overall administrative policy, and there is a shared division of labour with the Department of Peacekeeping Operations in the administrative areas. Concrete efforts have been made to delegate authority and responsibility and corresponding accountability to the Department of Peacekeeping Operations and onward to the field. Nevertheless, in spite of such delegations, the Departments of Management and Peacekeeping Operations have jointly identified around 200 administrative functions directly attributable to Headquarters support to the field. The Department of Management will need strengthening to provide effective Headquarters backstopping support for the current level of peacekeeping operations in the areas of procurement, peacekeeping budgeting, peacekeeping accounts, cash management and treasury services, contributions services, human resource management, medical services, communications networks, security services and property disposal.

Office of the Under-Secretary-General for Management
(Treasury, Contributions Service and Executive Office)

Proposed organizational structure and revised post distribution



[a] Including a P-5 post reclassified to the D-1 level and a P-4 post reclassified to the P-5 level, respectively (A/56/6, section 27A)
[b] New posts (A/56/6, section 27A)
[c] New posts, this report

Table 27.3 **Post requirements**

	2002-2003 proposed staffing	*Proposed changes*	*Proposed revised staffing*
Regular budget			
Professional category and above			
Under-Secretary-General	1	-	1
D-2	3	-	3
D-1	6	-	6
P-5	10	-	10
P-4/3	4	-	4
P-2/1	1	-	1
Subtotal	**25**	-	**25**
General Service category			
Principal level	4	-	4
Other level	29	-	29
Subtotal	**33**	-	**33**
Total	**58**	-	**58**

	1 July 2001 to 30 June 2002 approved staffing	*Proposed changes 1 Jan to 30 June 2002*	*Proposed revised staffing*
Support account for peacekeeping operations			
Professional category and above			
P-4/3	3	1	4
P-2/1	-	-	-
Subtotal	**3**	**1**	**4**
General Service category			
Other level	3	3	6
Subtotal	**3**	**3**	**6**
Total	**6**	**4**	**10**
Grand total	**64**	**4**	**68**

27.2 The Treasury and the Contributions Service provides financial management support services for peacekeeping operations by giving substantive support to the General Assembly and other bodies in their consideration of questions related to the apportionment of the expenses of peacekeeping operations, the issuance of assessments for peacekeeping operations, the processing of assessed and voluntary contributions received from Member States for the respective operations, providing

information upon request for Member States, management and others on peacekeeping assessments and the status of contributions, establishing and monitoring bank accounts and short-term investments of peacekeeping funds, effecting payments, purchase of foreign currency and ensuring arrangements for the safe custody of the cash and its administration in peacekeeping missions.

27.3 With the increase in the number and complexity of peacekeeping operations, and the increasing complexity of the arrangements for their financing, the amount of work for both the Treasury and the Contributions Service have grown substantially, resulting in delays in the processing of peacekeeping-related actions. In 2000, of the 58 assessments and credits and 3,032 credit receipt vouchers (CRVs) issued to Member States by the Contributions Service, 53 (91.4 per cent) and 2,184 (72 per cent) respectively were directly attributable to peacekeeping operations. Similarly, 37 per cent of the Treasury's transactions in the year 2000 were related to investments in peacekeeping funds.

27.4 While the Treasury has recommended that safer payment mechanisms be introduced in peacekeeping operations, it has not been in a position to support the implementation of electronic payment systems in the field due to staff shortages, and cash therefore continues to be used in peacekeeping missions where other payment options are now available. In peacekeeping operations where electronic payment options are not possible, the cash delivery challenges are growing, and the administrative support requirements thereof necessitate the full-time attention of one Professional (P-4) and one General Service (Other level) post at Headquarters. In addition, one General Service (Other level) post is requested for the Contributions Service to strengthen support for peacekeeping activities, in particular for the processing of receipts (CRVs), which is particularly labour-intensive as a single payment may cover multiple peacekeeping missions with multiple mandate periods. The functions of the posts requested are:

(a) Finance Officer (P-4), Treasury: Responsibilities would relate to arranging documentation, coordinating the logistics for cash deliveries and providing technical assistance in the establishment of electronic funds transfer systems at the administrative units of the peacekeeping missions.

(b) Finance Assistant (General Service (Other level)), Treasury: Responsibilities would include processing and monitoring all electronic payments initiated at Headquarters for the peacekeeping accounts; review and approval of documents generated in IMIS prior to execution of the electronic funds transfer; verify payment records against banking records and salary and or other distribution records; monitor and follow-up unreconciled items daily.

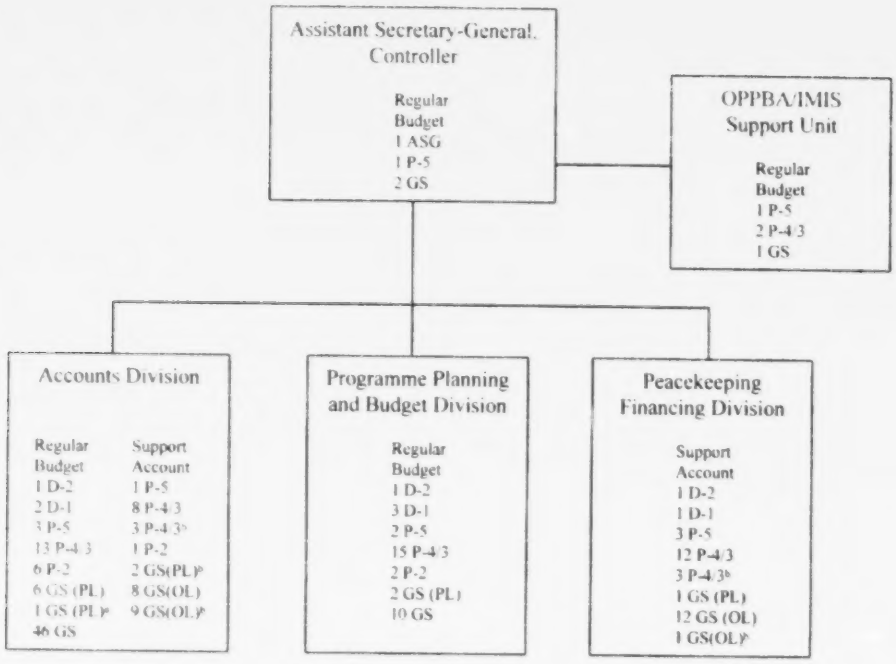
(c) Contributions Clerk (General Service (Other level)), Contributions Service: Responsibilities would include preparing assessment notes for the various peacekeeping operations; processing cash receipt vouchers for contributions received from Member States; preparing documentation in respect of outstanding assessed contributions; and assisting in the preparation of monthly reports on the status of the assessed contributions for peacekeeping operations.

27.5 The Executive Office of the Department of Management provides central administrative services, support and advice for all the units of the Department, which comprises the Office of the Under-Secretary-General, Office of Programme Planning, Budget and Accounts, the Office of Human Resources Management and the Office of Central Support Services, encompassing human resources and financial and general administration. Furthermore, it provides administrative services for the secretariats of the Advisory Committee on Administrative and Budgetary Questions and the Board of Auditors as well as the Office of the United Nations Security Coordinator.

27.6 The Executive Office currently does not have any posts funded from the support account and manages a total of 100 support account-funded posts distributed throughout the Department. With the proposed strengthening of the staffing of the Department, in order to adequately provide the necessary support for peacekeeping operations, it is proposed to add one General Service post (Other level) for an Administrative Assistant. The responsibilities would include initiating and processing personnel actions for recruitment, transfers, special post allowance (SPA), promotion, etc.; maintaining staff lists, attendance records and monitoring same, maintaining sick leave records for those staff members who have exhausted their entitlement; processing requests and preparing correspondence for officers' signature concerning deferred home leave, special leave without pay, maternity leave etc.; processing travel requests for official travel, removal and shipment of personal effects, home leave travel, education grant travel; preparing and processing special service agreements (SSA) for consultants and individual contractors; processing requests for external studies; calculating step and level on promotion or on granting of SPA.

Office of Programme Planning, Budget and Accounts

Proposed organizational structure and revised post distribution



[a] New posts (A/56/6, section 27B)
[b] New posts, this report

Table 27.4 **Post requirements**

	2002-2003 proposed staffing	*Proposed changes*	*Proposed revised staffing*
Regular budget			
Professional category and above			
Under-Secretary-General	-	-	-
Assistant Secretary-General	1	-	1
D-2	2	-	2
D-1	5	-	5
P-5	7	-	7
P-4/3	30	-	30
P-2/1	8	-	8
Subtotal	**53**	-	**53**
General Service category			
Principal level	9	-	9
Other level	59	-	59
Subtotal	**68**	-	**68**
Total	**121**	-	**121**

	1 July 2001 to 30 June 2002 approved staffing	*Proposed changes 1 Jan to 30 June 2002*	*Proposed revised staffing*
Support account for peacekeeping operations			
Professional category and above			
D-2	1	-	1
D-1	1	-	1
P-5	4	-	4
P-4/3	20	6	26
P-2/1	1	-	1
Subtotal	**27**	**6**	**33**
General Service category			
Principal level	1	2	3
Other level	20	10	30
Subtotal	**21**	**12**	**33**
Total	**48**	**18**	**66**
Grand total	**169**	**18**	**187**

Accounts Division

27.7 The Accounts Division of the Office of Programme Planning, Budget and Accounts records and maintains all of the books of account for the Organization on a fund basis, including those for the peacekeeping operations of the United Nations; prepares financial statements for peacekeeping operations for review by the Board of Auditors; controls the collection of monies and assists in the monitoring of expenditures and the financial assets of the Organization; ensures proper application of the Financial Regulations and Rules and established procedures relating to accounting matters; and effects timely and accurate payment of the financial obligations of the Organization. In addition, the Division continues to coordinate and supervise all health, life, property and liability insurance activities of the Organization and services the Claims Board and the Advisory Board on Compensation Claims.

27.8 With the establishment of new and more complex peacekeeping operations, such as UNMIK, UNTAET, MONUC and UNMEE, and the expansion of UNAMSIL in late 1999, combined with the concomitant liquidation of MINURCA and UNMOT, the existing staffing resources of the Division are inadequate to face these new challenges. In particular, the wide variety of accounting services required for the timely processing and recording of accounting transactions and the maintenance and reporting on the associated special accounts. During the past 18 months, the Division has focused on coping with the volume of accounting transactions in the most urgent areas, resulting in backlogs created in other areas.

27.9 In order to improve overall support for peacekeeping operations, diminish backlogs and ensure that services are provided in a timely manner, a total of 3 additional Professional (2 P-4 and 1 P-3) and 11 General Service (2 Principal and 9 Other level) support account-funded posts are requested for the Division, in addition to the current staffing funded under the support account.

Peacekeeping Accounts Section

27.10 The Section cannot handle its current workload with the staffing level currently authorized. While the workload has increased exponentially with the establishment of new, complex peacekeeping operations, no additional staffing resources were provided for the backstopping thereof. The Section is expected to not only cover Headquarters-related accounting functions for peacekeeping but also to provide support for the missions. In order for the Section to minimally perform its functions, the Division has temporarily redeployed posts from other Units, resulting in backlogs created in those Units as earlier mentioned. In order to enable the Section to become more effective and carry out its functions in a timely manner, two additional Professional (1 P-4 and 1 P-3) and three General Service (1 Principal and 2 Other level) support account-funded posts are requested for the Section, in addition to the current staffing funded under the support account. The requested resources will regularize the current staffing of the Section on loan from other Units and additionally strengthen it with an established base to perform the entirety of its functions.

27.11 The overall increase in peacekeeping budget levels has resulted in a corresponding increase in accounting transactions in the following areas: monitoring cash positions for each mission; reviewing and preparing vouchers for cash remittance requests and imprest accounts; preparing financial statements for each financial period; payment of government claims and reimbursements for troops and contingent-owned equipment, responding to detailed audit queries as well as providing support on accounting matters, particularly for missions in liquidation. At this time, with the rapid expansion in peacekeeping activities over the past 18 months, the Section is barely able to cope with the general accounting functions, resulting in the maintenance, analysis and reconciliation of accounts and processing of inter-office vouchers (IOVs) from UNDP country offices being continuously delayed and backlogs created.

27.12 Accounting services to the peacekeeping missions in the Africa region needs to be strengthened through dedicated capacity for leadership and coordination with the Liquidation Unit of the Department of Peacekeeping Operations. A Professional post is requested to head the Africa Unit that will be established in the Section reporting directly to the Chief of the Section. The Section will then have three unit chiefs to head the Units for Africa, Asia and Middle East and Europe and Latin America respectively. Two General Service posts (Other level) are required to absorb the increase in general accounting functions and improve the timeliness of processing of accounts. The functions of the posts requested are the following:

(a) Accountant (P-4): Supervisor, Africa Unit. Responsibilities include approval of monthly accounts from the field; approval of contribution documents and application of Member States' credits; approval of all payments to Governments (including those for troop costs and contingent-owned equipment and under letters of assist); the timely remittance of funds to field offices; guidance on accounting policies and procedures; and the overall monitoring of the accounts. A key responsibility is preparation of timely and accurate financial statements for each mission, which requires detailed analysis of all assets and liabilities, reconciliation of the inter-office and other accounts, and appropriate presentation and disclosure in the statements, including those relating to new developments, non-expendable property, property losses and contingent liabilities. The incumbent also responds to queries from the auditors and assists in the formulation of responses. The incumbent maintains active liaison on these issues with the field missions, the Peacekeeping Financing Division, and the Department of Peacekeeping Operations on a continual basis. In addition, the incumbent undertakes certain administrative tasks, for example recommendations for appointment of approving officers, and ongoing administration of support staff, including task distribution and performance evaluation.

(b) Accounting Assistant (General Service (Other level)) (2 posts). Responsibilities would include processing mission monthly accounts and inter-office vouchers; performing IMIS data entry relating to those accounts; reviewing field bank accounts and subsidiary ledgers for accounts receivable and payable; processing payments for all troop-contributing countries and all government claims; and applying receipt vouchers against receivables for government assessments.

27.13 Better attention needs to be given to missions in liquidation. Following the end of a peacekeeping operation, there remains ongoing accounting work in respect of settlement of government claims, processing of Property Survey Board cases, reconciliation of inter-office charges, reconciliation and settlement of accounts receivable and payable, determination of write-offs, reconciliation of fund balances and preparation of final financial statements. The Division needs to perform these tasks in consultation with the Department of Peacekeeping Operations and the Peacekeeping Financing Division. Currently, liquidation tasks are carried out on an ad hoc basis as resources permit and completion of the necessary work needs to systematize these activities. One Professional (P-3) and one General Service (Other level) are proposed with responsibilities for liquidation activities of closed missions. The functions of the posts requested are the following:

(a) Finance Officer (P-3): Supervising the staff working on missions in liquidation and being responsible for managing all of the related functions. The centralization of the liquidation operations would result in more timely processing of accounts, follow-up of receivables and payables, IOV reconciliation, property write-offs and financial reporting. A key responsibility would be the finalization of accounts and preparing a timely and accurate financial statement for each closed mission. This would require detailed analysis of all assets and liabilities

(b) Principal Accounting Assistant (General Service (Principal level)): Under the direct supervision of the Finance Officer (P-3) handling missions in liquidation, the Assistant processes all accounting transactions in IMIS related to payments, inter-office charges and receipts based on a review of supporting documents, including those related to Governments (for troop costs, contingent-owned equipment, death and disability claims and under letters of assist); to vendors (for verified claims); and to mission personnel; undertakes systematic and critical review of each case proposed for write-off and, if appropriate, prepares memoranda for write-offs; undertakes accounting analysis, prepares reconciliation of key accounts to facilitate preparation of reports; provides assistance in reviewing the trial balances and other submissions prepared by the Liquidations Unit, FMSS/Department of Peacekeeping Operations for accuracy and completeness, based on which, the incumbent prepares draft financial statements for certain closed peacekeeping accounts, and ensuring that disclosure and presentation is consistent and in accordance with established standards.

Payroll Section

27.14 The Payroll Section is inadequately staffed to deal with the number of international staff members serving in peacekeeping missions. Over the last 18-month period, there has been an increase of 64 per cent in the number of peacekeeping staff members on payroll. This increase has not been supported with an increase in resources, resulting in the build-up of an unprecedented backlog of unprocessed separation payments for former staff members.

27.15 Payroll for peacekeeping staff is more labour-intensive and more complex than for Headquarters-based staff, primarily owing to the fact that contracts for field personnel provide for more complex entitlements and tend to be of shorter duration. In addition, peacekeeping staff members are more mobile, often transferring from one peacekeeping operation to another, entitlements to hazard pay and education grant for international staff members are mission-specific and, consequently, the actual volume of payroll-related work for peacekeeping operations is much greater compared with Headquarters-based staff members.

27.16 Past experience and supporting historical data show it takes one staff member to support four hundred staff for payroll purposes. Additional resources will be necessary to ensure that payroll functions for all peacekeeping staff, including the 1,639 new staff members added since 1999 are carried out in a timely manner and the delay of salary payments to field staff is addressed and resolved. Four additional General Service posts (one Principal and three Other level) are requested for the Section under the support account to ensure the timely processing of payroll separation payments and the processing of education grants for international personnel serving in peacekeeping missions. The function of the posts requested are the following:

(a) Senior Payroll Assistant, General Service (Principal level): supervises payroll assistants and is responsible for payroll control functions, including verification and reconciliation of payrolls and related documents and accounting entries; generating queries for monitoring and diagnostic purposes; approving various payroll documents and non-personnel entitlements and deductions; performing help desk functions for field staff.

(b) Payroll Assistant (General Service (Other level)) (3 posts): monitors the payroll calculations based on Personnel Actions and rental applications approved by the Department of Peacekeeping Operations; liaising with the Department regarding disparate entitlement values and invalid contract [and incumbency cases] to ensure appropriate and continuous payrolling of peacekeeping staff; monitoring retroactive entitlement changes; coding and verifying entitlements and deductions, such as hazard pay, representation allowance, reviewing trial [illegible] payroll runs; processing, auditing and

action or journal vouchers; reviewing, coding and clearing retroactive allotment changes; processing salary advances; processing of monthly payment orders; monitoring of staff receivables for recovery through payroll; processing education grant claims; making payments and preparing journal vouchers; processing income tax payments; pension fund reporting; reconciling payable and receivable accounts and responding to queries.

Travel and Vendor Claims Unit

27.17 The peacekeeping-related workload of the Travel and Vendor Claims Unit has increased by 25 per cent during the last year and now represents 40 per cent of the total volume of the Unit's work. In the absence of additional staffing resources to cope with the additional workload, a backlog of unprocessed travel and related claims for staff members in peacekeeping operations has accumulated.

27.18 The volume of payments to vendors has significantly increased as a result of the increase in the number of commercial contracts established for equipment and services. Invoice processing for field contracts which involve aviation, logistics support, communications, vehicles and other equipment are much more complicated requiring close coordination with Procurement Division and the Department of Peacekeeping Operations. The normal period for payment to vendors is 30 days from receipt of the invoice as per contractual terms. Owing to the inadequacy of resources to cope with the additional volume, the payment period has increased by over 10 days. Delays in payments have resulted in a tendency on the part of vendors to quote higher prices to account for higher capital costs involved on their part.

27.19 In order to enable the Unit to make peacekeeping-related payments to vendors and settle staff members' travel claims in a timely manner, a total of two General Service (Other level) support account-funded posts are requested for the Section, in additional to the current staffing funded under the support account. The function of the posts requested are the following:

(a) Accounting Assistant (Other level) (travel claims): examination of claims presented to verify adherence to related rules and administrative instructions, review of supporting receipts, and conformity with authorized itinerary, review of the obligation document, and recovery of travel advances in excess of entitlement, follow-up with the administrative and executive officers to secure or seek clarification of missing information and documentation and submission for final approval and transmittal to Treasury for payment; processing the backlog of American Express invoices, reconciliation of American Express advances, continuing and maintaining the fast track process and reducing the backlog of travel claims, which include payment of shipment and insurance of personal effects in connection with initial appointment, repatriation, mission assignments and return from mission service.

(b) Accounting Assistant (Other level) (vendor payments): responsible for processing payment vouchers in connection with the purchase of goods, equipment, printing services, freight payment, insurance premium payments, and all peacekeeping mission payments under the responsibility of Headquarters. The functions involve research, verification, examination of supporting documents and ensuring compliance with contractual terms prior to submission for payment approval. Continuous liaison is required with the field logistic service of the Field Administration and Logistics Division. Preparation of correspondence, filing and other administrative support is critical to the functioning and smooth process of payment and related preparation of annual and semi-annual financial statements.

Insurance Service

27.20 With an increased number of international and local staff members in peacekeeping operations, the Insurance Service had to dedicate more staffing resources to the administration of the United Nations health and life insurance plan for these staff members and their dependents. Since no resources have ever been provided from the support account for the management of the plan, one General Service (Other level) post is requested to ensure proper administration of insurance services to all field staff. The function of the post requested is:

> Finance Assistant-Benefits (General Service (Other level)): Responsibilities include enrolling peacekeeping mission staff in the United Nations health programmes. Enrolment includes checking eligibility with respect to contractual status, consulting with the staff member with respect to various programmes available and most suitable with regard to the peacekeeping mission where the staff member is assigned, provides service for the peacekeeping staff member when questions/claims issues arise from the field; advises peacekeeping staff members with respect to the United Nations group life insurance programme and the rules regarding admittance to the programme; is required to be fully knowledgeable of entitlements and benefits accruing to the various series of appointment (100, 200 and 300 ALD) under which peacekeeping staff are employed.

27.21 Similarly, given the considerable expansion in the aircraft and vehicle fleets respectively in the various peacekeeping operations, the Service had to negotiate and arrange third-party liability insurance coverage for the new and ongoing missions in addition to deal with an increased number of claims as a result of a higher frequency of accidents in the field. The Service also had to participate in the negotiations and arrive at reasonable amounts for the settlement of the claims, which in a few cases involved substantial amounts to be recovered from the various insurance carriers.

27.22 As part of an overall effort to strengthen the capacity of the Organization to secure United Nations-wide, gap-free and competitively priced insurance coverage for property and third-party liability, one additional Professional (1 P-4) support account-funded post is requested for the Service. The functions of the post requested are the following:

> Finance Officer (P-4): overall responsibilities include risk management and commercial insurance issues for local and global insurance programmes for peacekeeping missions; analysis of risk exposures, determination and recommendations for appropriate coverage and financing alternatives; development, negotiation and purchasing of insurance products, responsible for review and analysis of known loss exposures, advising client offices on insurance issues, analysis of and provision of advice on risk financing such as retention through self-insurance programmes, transfer to outside insurers, development of insurance programmes and working with brokers insurers and United Nations managers on the design, implementation and monitoring of insurance programmes, direction of the procurement process relating to insurance policies through United Nations brokers, evaluation of proposals and negotiating with brokers and insurers; active management of United Nations insurance programmes including auditing premium billings and allocating premium costs, monitoring expenses and estimating cost implications due to changes in exposure.

27.23 The workload of the secretariat of the Advisory Board on Compensation Claims (ABCC) has increased significantly in volume and complexity over the last few years, essentially owing to peacekeeping operations. During the same period, the number of monthly beneficiaries of compensation awards has doubled. Furthermore, in many instances the cases have become more complex, owing largely to fatalities and injuries sustained in connection with peacekeeping

these developments is the fact that the volume of medical expense reimbursements has risen significantly, an area that involves detailed analysis of medical invoices and insurance explanation of benefit statements. Additional resources will strengthen routine follow-up and monitoring of cases which, owing to the heavy workload, have been receiving a cursory review as well as addressing a backlog of cases involving significant medical expenses. Time and attention is now only focused routinely on the increase in the number of medical expenses being submitted by permanent missions on behalf of military observers and civilian police observers. For these reasons, there is an immediate requirement for one General Service (Other level) support account-funded post for ABCC, primarily to assist in the area of the monthly beneficiary "payroll" and the medical expense reimbursements. The functions of the post requested are the following:

> Administrative Assistant (ABCC/Insurance Service) (General Service (Other Level)): responsibilities include administrative servicing of the monthly beneficiaries under appendix D to the Staff Rules as well as the general processing of claims under the two Boards; receiving, recording, organizing and maintaining files on claims, ensuring relevant supporting documentation is complete, compilation of medical expenses, drafting appropriate memoranda and letters in connection with claims and ensuring cases are submitted for consideration as appropriate and follow-up action is taken once recommendations of the Boards are approved; processes cases through liaison with the United Nations Joint Staff Pension Fund, the Medical Service, the Security and Safety Service and the Accounts and Treasury Divisions, external medical insurance companies and institutions on matters related to the individual claims; routine monthly monitoring (status of children, routine notification and calculation of cost-of-living increases, confirmation documentation such as marital status, proof of residency and proof of university attendance) of the beneficiaries whose numbers have more than doubled with the corresponding rise in peacekeeping missions.

Peacekeeping Financing Division

27.24 The Peacekeeping Financing Division is responsible for the review and preparation of performance reports and cost estimates for the financing of individual peacekeeping operations as well as reports on the disposition of peacekeeping assets and the support account. During the past two financial periods, from July 1999 until the present, peacekeeping budgets have increased by 170 per cent, from $851.1 million in 1999 to $2.6 billion at current approved levels for the period ending 30 June 2001. Once the revised budgets for missions in transition (UNMEE, UNAMSIL, MONUC and UNIFIL) and for the support account for peacekeeping operations, with the proposed resource requirements resulting from the comprehensive review and capacity study, have been considered by the General Assembly, budget levels are projected to increase over the initial current level of $1.7 billion to some slightly in excess of $3.0 billion for the period 1 July 2001 to 30 June 2002.

27.25 While the number of approved posts declined from 40 in 1995 to 32 in 1996 and then to its present level of 30 since July 1999, the Division has until now coped with the additional workload within the existing approved support account resources, through a combination of producing gains obtained from greater use of information technology, maximum use of standardized formats and presentation of reports and widest possible use of standardized unit costs and rates and ad hoc, flexible assignment of additional work among staff. However, the point has now been reached where the dividends from these initiatives have been exhausted and we are beginning to experience slippages in quality and timeliness of reporting not only in respect of active missions but also in regard to unfinished work on closed missions for which final performance reporting and liquidation activities remain unfinalized. The unfinished work on closed missions requires Peacekeeping Financing Division leadership and joint action with the Department of Peacekeeping Operations

and Accounts Division to address. At present, there is almost no capacity within the Division to address this task.

27.26 In addition, there are a number of administrative and budgetary issues of a more general nature related to peacekeeping that are currently under review in particular, rates of reimbursement to Member States for troop costs, which requires substantial preparatory work including analyses in order to produce the reports requested by the General Assembly. As indicated in the preceding paragraph, the current capacity constraints within the Division, the need to allocate assignments on an ad hoc basis among senior level as well as junior level budget officers according to complexity, difficulty and size of missions, in order to meet as best as possible very tight deadlines to prepare required reports to the Assembly on the more general administrative and budgetary issues in addition to handling one or the large and complex new missions, has diluted the ability of the senior staff of the Division as well as budget officers to review and improve on policy and monitoring issues as well as financial performance monitoring of the budgets of the peacekeeping missions. Moreover, the work of Peacekeeping Financing Division is not merely confined to budgeting work. Its other ongoing tasks were previously described in paragraphs 136 and 137 of A/54/800.

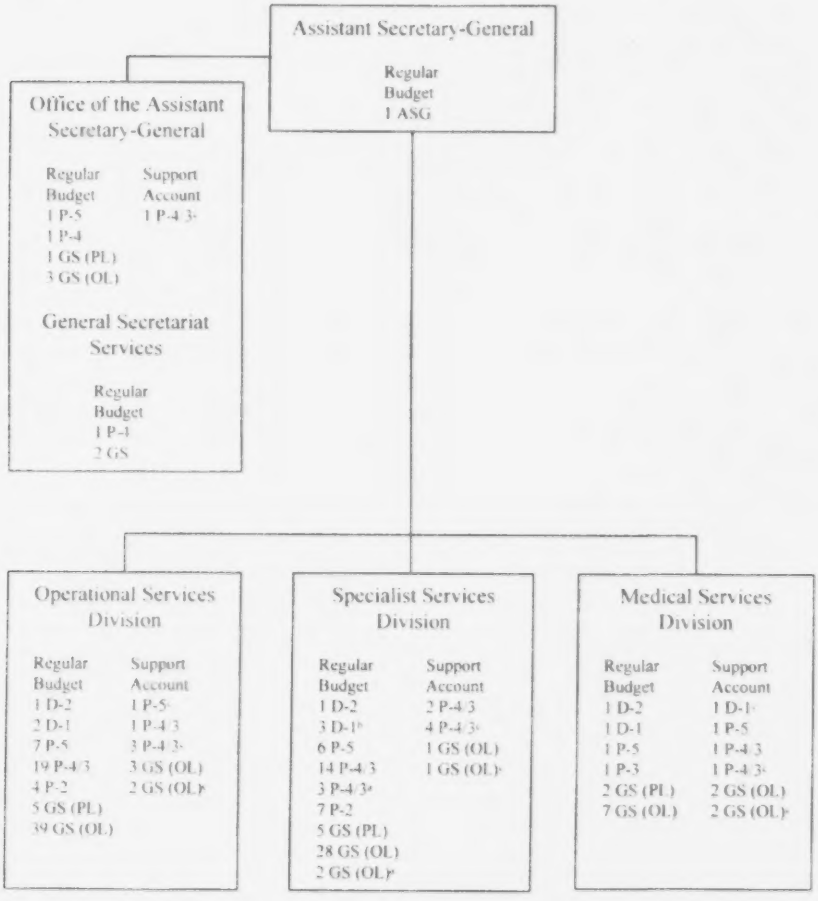
27.27 Consequently, three additional Professional (P-3) and a General Service (Other Level) support account-funded posts are requested for the Africa, Europe and Latin America and Asia and Middle East Sections respectively, to restore the overall staffing balance within the Division, allow a more equitable distribution of assignments among the budget officers and enable the Division to better meet workload demands and submit financing reports in a timely manner. The functions of the posts requested are:

(a) Budget Officer (P-3) (3 posts): Responsibilities would include primary responsibility for all budgetary and financial aspects of one small or medium-sized active peacekeeping mission and the closed missions in each Section; review of initial and revised budgetary requirements submitted by the field missions and the Department of Peacekeeping Operations; liaison with the permanent missions of troop-contributing countries for troop payments and related matters; drafting financial sections of the Secretary-General's reports to the Security Council and the Secretary-General's budget and financial performance reports to the General Assembly; related Fifth Committee reports and General Assembly resolutions; monitoring the implementation of the application of financial agreements between the United Nations and various Governments in respect of peacekeeping; preparing supplementary information for the Advisory Committee on Administrative and Budgetary Questions and other legislative bodies for their examination and review of proposed budgets;

(b) Budget Assistant (General Service (Other level)): Checks the consistency and use of cost parameters for items included in the budgetary requirements, such as vehicles and communications equipment; creates initial allotments and staffing table authorizations in IMIS for clearance of the budget officers in accordance with resources approved by the General Assembly; creates revised allotments in IMIS based on approval of the requests for redeployment of funds; reviews monthly allotment reports to alert budget officers of any unusual trends in expenditure recorded; updates data in respect of interest and miscellaneous income; updates data on voluntary contributions received in cash and in kind from Member States to peacekeeping operations for inclusion in financing reports to the General Assembly; undertakes other related ad hoc duties as requested by the budget officers.

Office of Human Resources Management

Proposed organizational structure and revised post distribution



[a] New posts (A/56/6, section 27C)
[b] Reclassification (A/56/6, section 27C)
[c] New posts, this report

Table 27.5 **Post requirements**

	2002-2003 proposed staffing	*Proposed changes*	*Proposed revised staffing*
Regular budget			
Professional category and above			
Assistant Secretary-General	1	-	1
D-2	3	-	3
D-1	6	-	6
P-5	15	-	15
P-4/3	39	-	39
P-2/1	11	-	11
Subtotal	**75**	**-**	**75**
General Service category			
Principal level	13	-	13
Other level	81	-	81
Subtotal	**94**	**-**	**94**
Total	**169**	**-**	**169**

	1 July to 30 June 2002 approved staffing	*Proposed changes 1 Jan to 30 June 2002*	*Proposed revised staffing*
Support account for peacekeeping operations			
Professional category and above			
D-1	-	1	1
P-5	1	1	2
P-4/3	4	9	13
Subtotal	**5**	**11**	**16**
General Service category			
Other level	6	5	11
Subtotal	**6**	**5**	**11**
Total	**11**	**16**	**27**
Grand total	**180**	**16**	**196**

Office of the Assistant Secretary-General

27.28 The Rules and Regulations Unit of the Office of the Assistant Secretary-General for Human Resources Management has inadequate staffing resources to respond to requests from the

Department of Peacekeeping Operations and various peacekeeping operations on the application or interpretation of existing human resources rules and policies.

27.29 While a substantial amount of its workload is attributable to field mission-related tasks, the Unit currently does not have any support account-funded posts. The Unit currently provides advice on human resources rules and policies in relation to some 16,000 mission staff; formulates amendments of the Staff Rules applicable to missions (100 and 300 series); formulates administrative issuances specific to missions or inclusion in general issuances of provisions dealing with situations frequently arising in field missions; guidelines for administrators, in the Department of Peacekeeping Operations and the peacekeeping operations, for which extensive consultations are required within the Office of Human Resources Management, and with the Department of Peacekeeping Operations, the Office of Legal Affairs and staff representatives. One additional legal officer post (P-4) is required to supplement the existing staff to perform the above functions. The functions of the post requested are the following:

Legal Officer (P-4): Responsibilities will include advice on application of human resource rules and policies to mission staff, and formulating proposals for new or amended rules, policies and procedures to better respond to the special requirements of a mission environment, while ensuring consistency with fundamental human resource policies of the Organization and the legal regime applicable to all staff.

Operational Services Division

27.30 Cluster VI provides the Department of Peacekeeping Operations support and guidance on all aspects of recruitment, appointment and placement of staff; the administration of benefits and allowances; the interpretation of administrative rules and procedures; the termination of staff; and the monitoring of compliance by the Department of Peacekeeping Operations and the Field Administration and Logistics Division with the staff rules and regulations, as well as on the delegated human resource management functions in addition to various administrative services related to human resources management in support of peacekeeping and other special missions.

27.31 As a result of the substantial growth in the number of support account posts authorized for the Department of Peacekeeping Operations from 224 in January 1998 to 442 in January 2001, the increased volume in the recruitment of replacements for General Service staff members detailed for service in peacekeeping missions and the fact that approximately 20 per cent of staff members in the Department are rotating at any given time, the workload of Cluster VI has more than doubled in recent years. Consequently, the total number of recruitment actions is greater than the total number of additional posts suggests. Similarly, as a result of the recent surge in the number and complexity of peacekeeping missions, the number of field staff cases requiring review and advice or action by Cluster VI in 2000 almost doubled compared with 1999. Moreover, inordinate amounts of time are spent on extensive research and consultations with the Department of Peacekeeping Operations to resolve complex cases, particularly where exceptions may need to be approved. In order to provide the Department with timely, responsive and efficient support, two additional Professional (1 P-4 and 1 P-3) and one General Service (Other level) posts would be required. The functions of the posts requested are the following:

(a) Human Resource Management Officer (P-4): The incumbent performs the full range of personnel functions for offices considered more complex, such as the Department of Peacekeeping Operations, in respect of staff recruitment, placement and promotion, interpretation of personnel rules and policies, determination of allowances and benefits; represents the Cluster in joint bodies and working groups relating to a number of personnel issues; administers conditions of service, staff regulations and rules; determines eligibility to entitlements such as dependency allowance and education grant, and rejects/approves

applications from staff on related exceptions; provides information to management and staff on the application and implementation of personnel policies, procedures, regulations and rules concerning conditions of service, and on conduct and discipline of staff; proposes revisions in policies and guidelines in consultation with other areas of the Office of Human Resources Management and the Department of Management and the Department of Peacekeeping Operations; takes the lead role in reviewing sensitive cases; recommends changes to policies, guidelines and procedures to the Cluster Chief and the Director.

(b) Human Resources Management Officer (P-3): Performs a wide range of personnel functions for all categories of staff for defined offices relating to staff recruitment, placement and promotion, interpretation of personnel rules and policies and determination of allowances and benefits; follows-up personnel related activities undertaken under delegated authority by executive offices or out-posted personnel offices, each typically serving between 300 and 1000 staff members; oversees, evaluates and identifies vacancies and ensures their timely and efficient filling; assesses applicant's suitability for selection or employment; arranges and conducts interviews to select candidates; prepares and presents presentations in appointment and promotion bodies; prepares job offers and negotiates the details of contracts with successful candidates; administers conditions of service, staff regulations and rules; determines eligibility to entitlements, such as dependency allowances and education grant; rejects/approves applications from staff members; provides information for management and staff on the application and implementation of personnel policies, procedures, regulations and rules concerning conditions of services.

(c) Recruitment Assistant (General Service (Other level)): Checks applications for employment of locally recruited support staff and provides general information for applicants; arranges for testing of prospective candidates and checks visa status; processes post vacancy announcements and retrieves information on qualified candidates from roster files; conducts preliminary interviews with applicants to obtain specific information, such as educational background and prior work experience; checks applications received by mail and refers those with required qualifications to the supervisor and drafts appropriate responses to such communications; follows up with requesting offices on their recruitment needs by searching roster and applicant files for potential candidates.

27.32 In a recent audit of recruitment policies and procedures in the Department of Peacekeeping Operations for international civilian staff, the Office of Internal Oversight Services recommended that the Office of Human Resources Management establish an effective mechanism for ongoing monitoring to ensure that the delegated recruitment authority is exercised with transparency and in accordance with the human resources policies of the Organization, and that further delegation of recruitment authority to field missions should only be done after such a monitoring mechanism is established. The Office further recommended that, to enable it to monitor and assess the efficiency of its recruitment function, PMSS should develop benchmarks in consultation with the Office of Human Resources Management, drawing from their collective experience in the recruitment of international civilian staff. Since the increased delegation of authority in the area of human resources management was delegated to the Department of Peacekeeping Operations in 1994-95, the monitoring of the exercise of authority was not systematic but rather ad hoc or at best reactive owing to resource constraints. Bearing in mind also that both the legislative and oversight organs of the Organization have stressed the importance of having in place an effective monitoring mechanism for ongoing monitoring of the delegated authority for the management of human resources in peacekeeping operations, it is proposed to strengthen Cluster VI by two additional Professional (1 P-5, 1 P-4) and one General Service (Other level) posts. The function of the posts requested are the following:

(a) Senior Human Resource Monitoring Officer (P-5): Responsible for the design, development and implementation of requirements and guidelines for a monitoring system; formulation and implementation of practical methods for remedial and corrective actions; planning and organizing assistance to peacekeeping missions as may be requested by the Department of Peacekeeping Operations.

(b) Human Resource Monitoring Officer (P-4): Responsibilities would include substantive inputs to the design and development of the monitoring system; undertake monitoring activities in the Department of Peacekeeping Operations and the field missions and identify weaknesses requiring remedial and corrective action and reporting and disseminating information on best practices.

(c) Human Resource Monitoring Assistant (General Service (Other level)): Responsibilities would include provision of administrative support; assist in the technical development and maintenance of the monitoring system as well as performing help desk functions.

Specialist Services Division

27.33 The Division supports the Department of Peacekeeping Operations in the areas of examinations, staff development and training, career support, performance management and staff counselling and provides the Department of Peacekeeping Operations and peacekeeping operations with advice on job classification and compensation policy; establishing conditions of service and MSA rates for civilian personnel serving in the field; conducts salary surveys for locally recruited staff and handles all appeals and disciplinary cases.

27.34 With the upsurge in peacekeeping activity during the last few years, the Division has been faced with increased demands from the Department of Peacekeeping Operations and peacekeeping operations for assistance in developing procedures for the selection of senior mission staff; provision of training of mission personnel and staff development including career support opportunities and staff counselling. Moreover, it is anticipated that the Department of Peacekeeping Operations will require increased support for a number of complex new missions in difficult environments, as has already been demonstrated with the establishment of UNMIK, UNTAET and UNMEE, the start-up of MONUC and the expansion of UNAMSIL, which resulted in a substantial increase in peacekeeping backstopping requirements at Headquarters.

27.35 In order to revise conditions of service for externally recruited civilian staff to enable the United Nations to attract the most highly qualified candidates and then to offer those who have served with distinction greater career prospects; and reform the Field Service category of personnel to mirror the recurrent demands faced by all peace operations, especially at the middle to senior levels in the administrative and logistics areas, as well as supplement the existing staff to perform the above functions, one additional Professional (1 P-4) post is requested. The functions of the post requested are the following:

Compensation policy officer (P-4). Responsibilities would include providing the Department of Peacekeeping Operations with expert advice on the interpretation of policies and practices relating to emoluments, entitlements and conditions of service of staff in the Department of Peacekeeping Operations and at the missions; participating in various working groups on compensation issues, review policy issues and making recommendations with regard to the reform of the Field Staff category; reviewing individual requests from the Department of Peacekeeping Operations and the missions requiring exceptions to the Staff Rules. The Officer would also assist in the conduct of salary and mission subsistence allowance surveys at peacekeeping duty stations, enabling the Office of Human Resources Management to implement a systematic review of all MSA rates.

27.36 The Administrative Law Unit (ALU) handles all requests for administrative reviews that are submitted by staff members as a preliminary step in the appeals process and subsequently represents the Secretary-General before the Joint Appeals Board, orally and in writing, in respect of appeals filed. The Unit also handles all disciplinary matters brought to the Office of Human Resources Management at all stages, from determining whether or not to recommend that disciplinary charges be brought to preparing written and oral presentations on behalf of the Administration before the Joint Disciplinary Committee. The Unit also responds to a large number of requests for legal advice on personnel matters from offices at Headquarters and in the field. The Secretary-General has retained central decision-making authority in the disciplinary and appeals processes, including for mission staff. In these matters, the Unit directly supports the Department of Peacekeeping Operations, which does not have a corresponding support unit of its own.

27.37 ALU (which is a very small unit with only two regular budget Professional posts and two General Service posts) was provided with one support account-funded post in 1998 to handle requests for review, appeals and disciplinary cases related to peacekeeping. This post is now almost wholly dedicated to handling disciplinary cases. The resources for ALU, which are insufficient to handle the existing workload, are totally inadequate to address the recommendations in the report of the Panel on United Nations Peace Operations to: (a) improve administrative support to the missions by reducing the otherwise unavoidable delays in handling their disciplinary matters; and (b) allow for more support and training of administrative personnel in peacekeeping through "lessons learned" and guidelines.

27.38 At present the resources of ALU are devoted almost exclusively to handling disciplinary cases. Of the 33 disciplinary cases pending as at 4 May 2001, 18 are from the Department of Peacekeeping Operations (54 per cent); of the 15 disciplinary cases received in 2001, 11 (73 per cent) are from the Department of Peacekeeping Operations. In order to provide more effective and speedier backstopping for the Department, one additional Professional (P-4) and one General Service (Other level) posts will be required to augment the present staffing complement. The functions of the posts requested are the following:

(a) Legal Officer (P-4). Responsibilities would handle the complex and time-consuming disciplinary cases, which often involve extensive liaison with other offices, such as OIOS. Under the requirements of due process, the Officer would give guidance in investigations; analyse whether a matter should be pursued as a disciplinary case; advise on suspensions with or without pay; draft allegations of misconduct in accordance with requirements of due process; analyse staff members' comments on the allegations; advise on the final disposition of a case, i.e., closing of the case, establishing of ad hoc joint disciplinary committees to advise the Secretary-General and summary dismissal; and review the lessons learned to apply them to future cases.

(b) Legal Assistant (General Service (Other level)). Responsibilities would provide administrative assistance to the Legal Officer in the confidential processing of disciplinary case papers related to peacekeeping missions.

27.39 In order to support the Department of Peacekeeping Operations in providing mission staff with the kind of staff development opportunities and career support envisaged in the report of the Panel on United Nations Peace Operations, the Learning Service, which is responsible for the provision of all centrally organized training and the monitoring of decentralized training funds, would need to develop and adapt the United Nations programmes, training courses and workshops, communication and information tools for staff in the missions, liaising with the Training Unit of the Department of Peacekeeping Operations and integrating peacekeeping programmes (for example, mission readiness) into the overall centralized training programme. The provision of career development support would be a major contributing factor in the development of the next

generation of peacekeeping leadership and would serve also to attract and retain high-quality staff. Career counselling and mentoring would need to be provided to develop managerial capacity; to assist mission staff in taking advantage of opportunities for advancement, including special and developmental assignments and movement into other areas of the organization; and to assist in the reintegration of staff serving on missions into the Secretariat.

27.40 In order to assist the Department of Peacekeeping Operations in conducting needs assessment to identify priority learning and developmental needs of staff in the missions, assist in the building of local capacity in field to better manage learning and development programmes and activities, an additional Professional post (P-4) is required. The functions of the post requested are the following:

Staff Development Officer (Career Development) (P-4). Responsibilities would include (i) assess potential career paths and advise staff accordingly in relation to their competencies, aspirations and experiences and to the needs of the Organization; (ii) customize and organize career support workshops and seminars for managers and staff at all levels; (iii) provide and ensure that staff receive relevant information from other departments and United Nations system organizations to help them to plan their development and career progression; (iv) provide support on orientation and mentoring programmes for staff in the field; (v) develop tools to assess staff potential and provide support to managers to carry this out; and (vi) monitor, evaluate and improve programmes and activities.

27.41 The Staff Counsellor's Office provides a broad range of employee assistance services to staff and their families in New York and in the field. The Office develops policies in the area of psychosocial services and mental health and it provides information, education and consultation on staff welfare issues, including personal and family problems. It advises managers on complex personnel issues and provides confidential individual counselling.

27.42 While the Staff Counsellor' Office spends about 20-30 per cent of its time on addressing mission-related problems, it does not have the resources to systematically address the needs of staff who rotate between the field and other localities, which results in problems of adjustment and reintegration, decreased productivity, increased medical expenses, higher absenteeism and low morale.

27.43 In 2000, the Staff Counsellor spent a total of 714 hours, or approximately 18 weeks, on mission-related activities, based on 1,020 interventions at half an hour each (610 hours) and 2 hours per week on policy, advisory and back-up services (104 hours). In addition, the Staff Counsellor's Office was called upon to provide direct support to the field in response to a critical incident involving the murder of a staff member.

27.44 With the increase in the number of complex missions, the need for counselling services for staff going on mission, debriefing of returning staff, as well as providing psycho-social support to staff on mission in difficult circumstances will substantially grow. In order to enable the Office to handle the increased workload pertaining to the increased level in peacekeeping activity, one additional Professional post (P-3) for a Staff Counsellor will be required. The functions of the post requested are the following:

Staff Counsellor (P-3). The responsibilities will include preparation and updating of materials to support missions: mission readiness and reintegration; materials for grieving families; information on staff welfare policies and resources; provision of psychosocial support to staff before, during and after missions in the context of increased mobility; counselling and assistance to families of staff on mission; advice to managers and staff counsellors in the field on complex personnel situations, e.g. substance abuse, depression, mental health, and sexual

harassment, domestic violence and HIV/AIDS counselling; and participation in response teams in situations of tragedy or trauma.

Medical Services Division

27.45 The Medical Services Division establishes medical standards, policies and procedures and provides services for the staff of the Department of Peacekeeping Operations at Headquarters as well as in all field missions, including their civilian police and military components. Providing medical support to peacekeeping operations is an integral part of the day-to-day functions of the Division and has remained its top priority since 1992. The Division is involved from the planning stage of a field mission until long after its liquidation, and is currently supporting 25 peacekeeping missions. As and when required, the physicians of the Division make on-site assessment of health conditions and medical facilities in field duty stations to ensure staff access to adequate medical care. These visits entail planning, establishment and ongoing technical support to civilian United Nations medical facilities in those missions.

27.46 The Division provides a wide range of health services for the staff of the Department of Peacekeeping Operations at Headquarters and to those passing through Headquarters: medical examinations including laboratory and radiological investigations to determine fitness for recruitment and mission assignment and also to screen for specific medical conditions and health risks; health promotion programmes; treatment in a walk-in clinic setting; pre-mission medical readiness including immunizations, travel health advisory on prevention of work-related illness and injury; medical briefings and issuance of medical kits; post-mission consultations and advice to staff in preparing documents for service-incurred illness/injury while on mission for submission to Advisory Board on Compensation Claims. In addition, at the request of the Department of Peacekeeping Operations, the Division continues to review and analyse medical files and provides medico-administrative services for civilian staff, civilian police monitors, military observers and troops of all field missions worldwide, on a daily basis.

27.47 Out of a total of 11,528 incoming exams for medical clearance, about 50 per cent are attributable to the Department of Peacekeeping Operations. It is likely to increase further in the next 12 months as a result of anticipated accelerated activities for MONUC in particular. In addition, 4,128 files relating to other medico-administrative services were reviewed and analysed during 2000.

27.48 As a result of the additional workload experienced by the Medical Services Division owing to continued expansion of peacekeeping operations, it is necessary to install an automated health information management system capable of tracking the personnel of the Department of Peacekeeping Operations worldwide, and hence improving overall efficiency of services. Such automation of its capacity is consistent with innovations and modernization envisioned in the report of the Panel on United Nations Peace Operations. The Division has at present more than 22,000 active medical files of field personnel (international/locally recruited staff and civilian and military components). Each file contains the required medical examination report, which determines fitness for duty and serves as a base line for any work-related medical injury or sickness, and all subsequent medical information received thereafter. Approximately 6,000 new files are added each year, owing to the turnover of six to nine months for military observers and civilian police. In addition, the Division has about 5,000 to 6,000 records on military personnel for whom exams were not required, but records were received due to requests for claims (verification of medical bills and disability and/or evacuations). All these files are maintained in hard format and can only be tracked manually.

27.49 While the Division continues to provide medical support to all personnel of the Department of Peacekeeping Operations at Headquarters and in the field, no additional resources have been approved for the Division from the support account since 1993. Moreover, the Division's allocation

of support account posts declined from 6 to 4 in 1996, as a result of the overall decline in the level of peacekeeping activity at the time.

27.50 In order to provide health and medico-administrative services at Headquarters and systematically visit field missions for on-site assessment of medical facilities and health conditions, monitoring of delegated medico-administrative functions related to the Department of Peacekeeping Operations in connection with the continuous expansion of missions and their personnel, a total of four support account-funded posts, one Deputy Medical Director, Peacekeeping Service (D-1), one Medical Officer (P-4) (Physician), and two General Service (Other level) for a nurse and a secretary are required. The functions of the posts requested are the following:

(a) Deputy Medical Director, Peacekeeping Service (D-1). Responsibilities include establishing and updating health policies relating to staff exposure to several environmental health hazards and increased prevalence of certain diseases in some of the duty stations, for example, depleted uranium in Kosovo, Bosnia, Iraq, Kuwait and possibly Lebanon; lead exposure in Kosovo, several different kinds of environmental exposures in Iraq and Kuwait; resurgence of tuberculosis and dengue fever in East Timor; prevalence of HIV/AIDS in Africa and Asia; epidemics of viruses such as Ebola and resistant strains of malaria in many parts of Africa. The health policies regarding all these issues have to be established or updated in high-level consultations with officials from WHO, UNEP and IAEA. Subsequent to policy planning, guidelines have to be prepared to advise senior management of the Department of Management and the Department of Peacekeeping Operations on protection and prevention from exposure to those health hazards and early detection of specific types of health conditions related to those exposures. Furthermore, the incumbent will be responsible, in consultation with Mission Planning Section of the Department of Peacekeeping Operations, and through travels to field missions, for planning of civilian medical units. These plans will then be implemented and monitored for quality and standard of services being provided through systematic visits to field missions and high-level consultations with military and civilian components of those missions. This function will require first-hand knowledge of field missions as well as medical expertise and extensive experience. The Deputy Director will be required to independently manage the Service, supervise its staff and prepare its budget requirements from the support account.

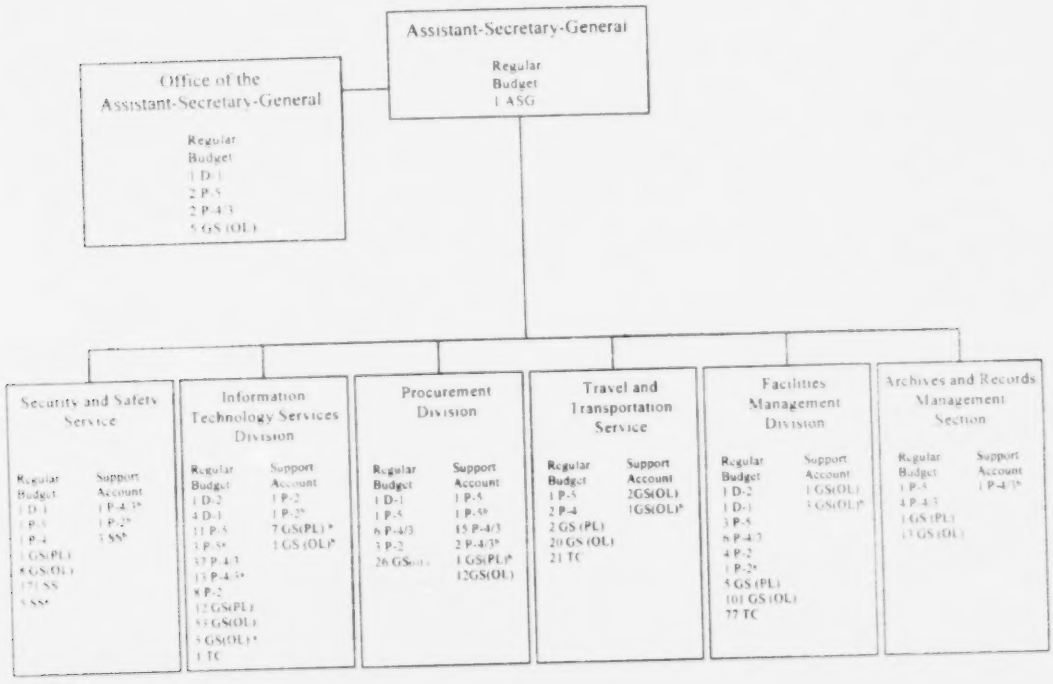
(b) Medical Officer (P-4). Responsibilities include performing medical exams for preparing staff for peacekeeping mission assignment and providing medical clearance for the Department of Peacekeeping Operations; provide pre-mission and post-mission consultations to discuss diverse health-related issues of major concern to staff; certify sick leave; and share in the huge workload of medico-administrative services.

(c) General Service (Other level) (Nurse). Responsibilities include assisting with the nursing procedures involved with in-house medical exams in support of recruitment of additional personnel; provide and assist in on-site health services of those assigned and/or passing through Headquarters; assist in medical preparedness of all those travelling to peacekeeping missions by providing and/or advising on immunizations; pre-mission medical briefings, including health precautions to be observed, issuing medical kits and discussing its contents and usage; provide post-mission consultations and advise staff in preparing documents for service-incurred illness/injury while on mission for submission to ABCC.

(d) General Service (Other level) (Secretary). Responsibilities include preparing correspondence pertaining to the medical evacuation/repatriation, compensation claims, disability benefits, verification of medical bills, of staff on peacekeeping mission; type and distribute reports of all mission travels.

Office of Central Support Services

Proposed organizational structure and revised post distribution



* New posts (A/50/6, section 27D)
* New posts: this report

Table 27.6 **Post requirements**

	2002-2003 proposed staffing	*Proposed changes*	*Proposed revised staffing*
Regular budget			
Professional category and above			
Assistant Secretary-General	1	-	1
D-2	2	-	2
D-1	8	-	8
P-5	23	-	23
P-4/3	71	-	71
P-2/1	16	-	16
Subtotal	**121**	-	**121**
General Service category			
Principal level	21	-	21
Other level	231	-	231
Subtotal	**252**	-	**252**
Other categories			
Security Service	176	-	176
Trades and crafts	99	-	99
Subtotal	**275**	-	**275**
Total	**648**	-	**648**

	1 July 2001 to 30 June 2002 approved staffing	*Proposed changes 1 Jan to 30 June 2002*	*Proposed revised staffing*
Support account for peacekeeping operations			
Professional category and above			
P-5	1	1	2
P-4/3	15	4	19
P-2/1	1	2	3
Subtotal	**17**	**7**	**24**
General Service category			
Principal level	-	8	8
Other level	15	5	20
Subtotal	**15**	**13**	**28**
Other categories			
Security Service	-	3	3
Subtotal	**-**	**3**	**3**
Total	**32**	**23**	**55**
Grand total	**680**	**23**	**703**

Security and Safety Service

27.51 The Security and Safety Service is responsible for ensuring that delegates, staff and visiting dignitaries can conduct the business of the United Nations in a safe and secure environment, that the United Nations property is protected and that security officers on peacekeeping assignments are adequately trained.

27.52 The Service has inadequate staffing resources to be able to meet the current field training needs since only the New York training teams conduct firearms certification for mission officers authorized to carry firearms, which takes place either prior to a mission assignment or in the respective missions. As a result of the increased number of large and complex peacekeeping operations, the amount of work has grown substantially for the Training Unit of the Service. In 1999, the Unit provided a total of 980 training hours to security officers. The number of hours had increased to 3,009 in 2000, of which 2,259 hours were directly attributable to the training of security officers in peacekeeping operations. In 2001, it is expected that this figure will increase to 3,500-4,000 hours.

27.53 As confirmed by the Panel of United Nations Peace Operations in its report, there is insufficient capacity at Headquarters to provide the necessary security training prior to the deployment of security officers or to make standard operating procedures or other guidance material available to peacekeeping operations. It is proposed to strengthen the Training Unit by two Professional (1 P-3 and 1 P-2) and one Security Service post to provide more comprehensive central training for security officers seconded or appointed to new and/or expanded peacekeeping operations on firearms qualification and certification, incident command system, dignitary protection, advanced

security skills, United Nations use-of-force policy, emergency operations, investigations, fire and safety regulations, defensive tactics and advance first-aid provision.

27.54 In order to effectively perform the functions described above, three additional posts (two Professional and one Security Service) are required. The functions of the posts requested are the following:

(a) Security officer (P-3). Responsibilities would include the supervision of the scheduling and presentation of security training programmes to peacekeeping missions worldwide; provide direction for United Nations agency headquarters officials and security management teams on security related issues; will ensure compliance by duty stations with United Nations policies and guidelines, particularly the use of force; monitor, research and assess factors regarding the security and safety of United Nations system staff and their dependants on a worldwide basis; participate in security training, conducting security compliance inspections; monitor security preparedness of duty stations.

(b) Security officer (P-2). The officer would be responsible for planning and organizing the training and development programme for Security Service personnel; assesses the training requirements of the Service, in consultation with Service supervisory personnel, and proposing programmes to be conducted either in-house or by external agencies; researches training methods and materials for use in training programmes; participates in instructor training courses and seminars conducted by outside law enforcement agencies and educational institutions; designs training courses and organizes the production of in-house video training modules; reviews proposals of Service supervisory personnel on the inclusion of staff in external training programmes and preparing recommendations thereon to the Security Inspector; coordinates the enrolment of staff in external training programmes; evaluates the effectiveness of in-house and external training programmes; oversees the firearms training programme, providing guidance to Security Instructors; conducts training courses and evaluates participants; prepares and reviews all administrative reports prepared by the Unit; drafts budget proposals for the training programme in consultation with the Chief and Deputy Chief of Service; reviews the work performance and attitudes of staff in the Unit and records observations for inclusion in the Performance Appraisal System, holding job-related discussions as required.

(c) Security Sergeant (S-4). Under the supervision of the Lieutenant in charge of the Training Unit, is responsible for the development and administration of the firearms training programme, the processing of all firearm licence applications and renewals, the inspection of weapons, and the shipment and clearance of weapons transported on mission assignments through customs.

27.55 With the recent and proposed increase in the staff of the Department of Peacekeeping Operations in New York and the consequential rental of additional office space at locations away from the Secretariat building, the Service will be required to provide security staff for assignment to new office facilities, issue grounds passes, provide locksmith services and maintain emergency response capabilities. In order to perform these functions, two additional Security Service posts are requested. The functions of the requested posts are the following:

Security Officer (S-3). (2 posts) Responsibilities would include screening access to and providing security coverage of internal restricted entry points within the Secretariat building and at the Secretary-General's residence; providing security at meetings requiring the identification and protection of VIPs; providing continuous coverage of telephone and radio communications systems within the tour and conference control centres and preparing administrative reports of the platoons; issuing weapons, keys and radios, maintaining related

records and secures the armoury at all times; issues garage parking tickets, maintains related records, and balances daily accounts, registers delegation vehicles, and verifies parking authorizations.

Information Technology Services Division

27.56 The Division has inadequate staffing resources to handle the substantial growth in its workload arising from the increase in the number of peacekeeping operations. While the Division provides computing and telecommunications and conference room infrastructure support at Headquarters, office automation, software and hardware support, and leased lines and satellite communications to main duty stations and all peacekeeping operations, it has only one (1) P-2 post funded from the support account for peacekeeping operations, located in the Wide Area Network Unit.

27.57 The Wide Area Network Unit provides 24-hour telecommunications services between the United Nations Secretariat in New York, peacekeeping field missions and United Nations offices away from Headquarters and supports a total of 44 satellite links, of which 37 links or 84 per cent are exclusively for peacekeeping operations. The number of such links has been constantly increasing due to the establishment of UNMIK, UNTAET, MONUC and UNMEE and the expansion of UNAMSIL in late 1999. These peacekeeping links comprise the following: 348 voice channels (87 per cent of the total), 5 fax channels (11 per cent), 42 data channels (95 per cent) and 34 encrypted channels (100 per cent). All these links need to be monitored on a continuous basis and go through the PABX, requiring constant additional maintenance work. In addition, the Division also provides cryptographic service for each of the crypto units in the respective peacekeeping missions as well as normal telephone; facsimile and cellular phone services and LAN services to the Department of Peacekeeping Operations, of which about 80 per cent of all crypto and 40 per cent of plain facsimiles are sent to peacekeeping operations. Similarly, the entire peacekeeping telecommunications operations rely on the earth station, managed and operated by the Division, and for which no resources have been provided from the support account.

27.58 In order to ensure that the services are available on a round-the-clock basis, it is proposed to substantially strengthen the Unit by seven additional General Service (Principal level) posts for senior network technicians. Their responsibilities would include the provision of round-the-clock service to the satellite links and leased lines, frame relays, integrated system digital network, asynchronous transfer mode operations and voice and video applications. The technicians would also be responsible for providing adequate technical support to the Department of Peacekeeping Operations and peacekeeping missions. The functions of the posts requested are the following:

Senior network technician (General Service (Principal level)) (7 posts): Responsibilities would include operations, maintenance, and engineering support to various technologies used in the United Nations Wide Area Network (WAN), consisting of satellite links and private leased lines, which provides telecommunications services to United Nations Headquarters, Offices away from Headquarters, peacekeeping missions, and other United Nations agencies (for example, UNDP and UNICEF). The post is considered highly technical, requiring operational and technical knowledge in satellite communications, multiplexors, routers and telecommunication principles.

27.59 The Panel on United Nations Peace Operations also recommended that all peacekeeping missions have access to the United Nations Intranet. Additional staff would be required to provide Intranet needs analysis and to design and enhance the existing Intranet to facilitate the sharing of sensitive information among restricted groups while ensuring that technical support services is provided to servers, firewalls and related components of the infrastructure dedicated to the Intranet. Two additional posts, one Professional (P-2) and one General Service (Other level), would be required for this purpose. The functions of the posts requested are the following:

(a) Intranet analyst (P-2). Responsibilities would include providing Intranet access to all peacekeeping missions; designing and enhancing the Intranet to facilitate the sharing of sensitive information among restricted groups; coordinating with field offices, installing hardware and software as required and provide ongoing technical support to servers, firewalls and related components of the infrastructure dedicated to the Intranet;

(b) Intranet assistant (General Service (Other level)). Responsibilities would include providing routine maintenance tasks; monitoring the accessibility and performance of the infrastructure; and implementing corrective measures, as required.

Procurement Division

27.60 As a result of a dramatic change in procurement pattern due to the establishment of large, complex peacekeeping operations, the Procurement Division created a specialized organizational unit for transportation and logistical support to cope with the additional workload, best illustrated by the increases in expenditure for air transport services and motor vehicles, which climbed from $38 million and $35 million in 1998, respectively, to $50 million and $84 million in 1999, and to $174 million and $105 million in 2000. Procurement reached an historical high at $687 million in year 2000, an increase of 47 per cent compared with the previous year, of which peacekeeping-related procurement constituted 75 per cent of the total. In contrast, only 40 per cent of the Division's staffing is funded by the support account for peacekeeping activities.

27.61 In addition to a higher volume of procurement, the Procurement Division was obliged to acquire additional tasks in the last two years to meet legislative requirements under procurement reform as well as in response to recommendations by oversight bodies. The introduction of a new Internet web site and various electronic working tools, such as the requisition tracking system on the Intranet to enhance transparency and accountability, require manpower to design, install and maintain.

27.62 Furthermore, as a result of calls for "geographical equity" in the procurement of goods and services, staff in the Division have increasingly been requested to conduct business seminars in various countries.

27.63 As highlighted in the report of the Panel on United Nations Peace Operations, two major areas of concern are the lead-time to deploy equipment to support newly developed field missions and lack of capacity in the field to assume a higher level of procurement authority. In order to strengthen procurement planning and to ensure that stringent deployment times are met, the Secretariat should assign priority to building capacity in the field to assume a higher level of procurement authority as quickly as possible by training procurement officers in the field and produce user-friendly guidance documents. While the Division already provides staff to conduct procurement training in the field and to participate in technical survey missions at the inception of a peacekeeping mission, additional resources are required to provide all active peacekeeping missions with necessary training and guidance while keeping abreast with the existing requirement for peacekeeping procurement and thereby sustaining the progress made so far in procurement reform, a total of three additional Professional (1 P-5 and 2 P-3) and one General Service (Other level) support account-funded posts are requested for the Division, in addition to the current staffing funded under the support account. The functions of the posts requested are the following:

(a) The Chief, Transport and Logistics Section (P-5): Manages and administers the operations of the Section that provides procurement support for the Department of Peacekeeping Operations, for air, sea and land transport and logistics management services; assists requisitioning offices on the preparation of requisitions for transport and logistics services; receives requisitions for transport and logistics services and assign priority to staff for

procurement processing; provides managerial oversight to ensure the efficient, cost-effective and timely procurement of required services; provides guidance for staff in the Transport and Logistics Section on all policy and technical issues as required; assist the Chief of the Procurement Division in establishing policy and procedures for the efficient processing of transport and logistics procurement activities; organize and provide training support for field missions of the Department of Peacekeeping Operations as required.

(b) Procurement officers (P-3) (2 posts): Responsible for the procurement of a wide range of goods and services required by the Department of Peacekeeping Operations; acknowledges receipt of all requisitions received from the Department and ensures that requisitions are adequately funded and contains sufficient specifications; ensures that specifications in requisitions are generic; issues competitive bids in accordance with the financial and procurement rules in a timely manner to ensure delivery at the time required by the requisitioning office; ensures that all valid offers are evaluated and processed consistent with established rules and practices; negotiates purchases or purchase terms with vendors as required and in consultation with the Office of Legal Affairs, whenever necessary, prepares contracts for execution; presents and defends cases to the Headquarters Committee on Contracts; identifies priorities and planning work schedules based on requisitions received; participates in training of procurement officers from field missions of the Department of Peacekeeping Operations; participates in assessment missions to the Department of Peacekeeping Operations field offices as required.

(c) Principal Procurement Assistant (General Service (Principal level)): Assists the procurement officers in the Section in procurement and contracting for goods and services requisitioned by the Department of Peacekeeping Operations; reviews requisitions to ensure that the description of goods and services and related specifications are adequate; processes requisitions and prepares and obtains invitations to bid, requests for proposals and requests for quotations; analyses and evaluates vendors, proposals, specifications, costs and other contractual terms and conditions; maintains relations with requisitioners and vendors through meetings, discussions and correspondence; prepares, issues and administers contracts, including purchase orders.

27.64 The report of the Panel on United Nations Peace Operations also highlights the need for improved management and use of information at all stages of peace operations. As records are at the core of report recommendations as they relate to communication, transactions and decision-making, it is essential that the Department of Peacekeeping Operations and other parts of the Secretariat have access to retrievable, complete and authentic evidence from peace operations — in both paper-based and electronic format. Records will meet these evidential standards only when current record keeping programmes and practices in peace operations are improved and when they incorporate long-term management and preservation of digital records. An additional post at the P-4 level will be required for a records information officer in the Archives and Records Management Section of the Office of Central Support Services. The functions of the post requested are the following:

Records Management Officer (P-4): Researches new approaches to traditional records management and relevant information technology applications; develops policies and guidelines for peace operations records, both paper-based and electronic; advises on implementation of automated records management tools; ensures that records are scheduled for disposition, preserved and retrievable; monitors compliance with requirement to transfer inactive records to Headquarters; assesses and makes recommendations relating to the use of information systems from the record keeping perspective; provides training and advisory services to staff charged with records management responsibilities in the field and in the Department of Peacekeeping Operations.

27.65 The Travel and Transportation Service is responsible for the transportation, accommodation and routing of all travel undertaken at United Nations expense and the moving of the household goods and personal effects of staff from and to locations worldwide. With the surge in the number of international staff members in peacekeeping operations and the related travel thereof, the amount of work in the Service has substantially increased. While 20 per cent of the workload of the Travel Section and 21 per cent of the activities of the Transportation Operations Section are directly attributable to peacekeeping operations, only two General Service (Other level) posts are funded from the support account for peacekeeping operations.

27.66 In addition, the proposed increase in staff for the Department of Peacekeeping Operations and other Secretariat units backstopping peacekeeping operations will result in additional travel and transportation related workload such as removal of household goods and personal effects worldwide, processing of requisitions and delivery of office supplies and travel and visas arrangements. The Service also expects a significant growth in the training of staff prior to their mission assignments in standard operating procedures, shipping entitlements, shipment registration, insurance, invoicing, shipment tracking and management information systems as well as liaison with contractors in order to strengthen the travel and transportation services provided in field missions. Consequently, it is proposed to strengthen the Transportation Operations Section by one additional General Service (Other level) post to improve the quality and timeliness of the services provided. The functions of the post requested are the following:

Travel assistant (General Service (Other level)): Responsibilities would include assisting with removal of household goods and personal effects worldwide, maintaining liaison with contractors, providing training to staff prior to mission assignment in United Nations entitlements, staff rules, processes and standard operating procedures training in shipment registration, insurance, invoicing, shipment tracking and management information systems as well as on the maintenance of registration and shipment system.

27.67 The Mail Operations Unit has insufficient staffing resources to handle the increased number of locations accommodating the Department of Peacekeeping Operations staff outside of the Secretariat building. The Unit currently has one General Service (Other level) post authorized from the support account for peacekeeping operations to support the workload attributable to peacekeeping operations and the backstopping thereof. Prior to 1996, the Unit had five General Service (Other level) posts for messengers funded from the support account. With the decline in the overall level of peacekeeping activities from 1996 through 1998, four of these posts were subsequently abolished.

27.68 In order to handle the increased workload created by the occupancy of staff of the Department of Peacekeeping Operations in off-site facilities, such as the UNITAR building; the DC I and DC II buildings; and the FF building and Nigeria House, three additional General Service (Other level) posts for messengers are requested. Two messengers would be based at the off-site location and one clerk would be deployed in the Outgoing and Incoming Pouch sub-units in the Secretariat Building. The third staff member would assist in the processing of the incoming and outgoing pouch. The volume of mail transmitted through pouch which is directly linked to the numbers of staff in peacekeeping missions.

Non-post requirements

a. Regular budget

27.69 Rental of premises and provision of accommodation for three new posts in New York financed under the regular budget amount to $127,900 for the biennium 2002-2003.

b. Support account for peacekeeping operations

27.70 A substantial part of non-post requirements proposed under section 27 represents the cost of centrally provided rental of premises and accommodation required for efficient functioning of new staff. These requirements comprise proportional infrastructure costs of the central services estimated on the basis of average rates and standards per post.

Other staff costs ($214,300)

27.71 Provision is made for overtime to meet peak workload for the Accounts Division, Office of Programme Planning, Budget and Accounts, to be used by all the areas (the Central Accounts Section, the Peacekeeping Accounts Sections, the Payroll Section, the Systems Support Section and the Insurance Claims and Compensation Section) providing support for peacekeeping operations ($15,000) and for the Medical Services Division, Office of Human Resources Management for the processing of sick leave certificates for all peacekeeping operations and annual inactivation of files relating to civilian police monitors and military observers ($20,000).

27.72 In addition, provision is made under general temporary assistance for the Office of Human Resources Management to review and update the Field Administration Handbook, which is to be coordinated with the new electronic Human Resources Handbook as well as to clear the backlog particularly processing of field based entitlements pertaining to personnel files for field staff in IMIS to ensure consistency of data ($115,400). In addition, resources are requested for the Headquarters Committee on Contracts to clear backlog relating to Headquarters Property Survey Board cases for closed missions ($63,900).

Travel ($303,600)

27.73 This provision would be required to cover the travel costs of staff of the Procurement Division to assist in the training of peacekeeping staff from various missions and to participate in the management review team ($30,000); for travel by budget officers of the Peacekeeping Financing Division to visit their respective missions ($30,000); for monitoring visits by the Operational Services Division staff ($93,600), for travel in connection with field review of MSA rates and salary surveys by the Special Services Division staff ($130,000) in addition to travel by the Director of Medical Services Division or Senior Medical Officer to make on-site assessments of field missions ($20,000).

Contractual services ($120,000)

27.74 Provision is required to cover the costs of a consultant to assist the Information Technology Services Division in preparing a database survey and the subsequent development of database containing information on all systems/programmes used by all peacekeeping operations.

General operating expenses ($3,671,800)

27.75 The resources requested under general operating expenses relate to the rental of premises and accommodations ($3,439,200) for all 207 new posts requested Secretariat-wide under the support account for peacekeeping operations. Furthermore, with regard to the 60 new posts requested for the Department of Management, a provision is also required for telephone, facsimile and cable charges and local area network costs ($71,000), for rental of office equipment ($6,100) and for costs relating to the maintenance of office automation equipment ($30,500) as well as for the cost of wiring the new locations ($125,000).

Supplies and materials ($103,100)

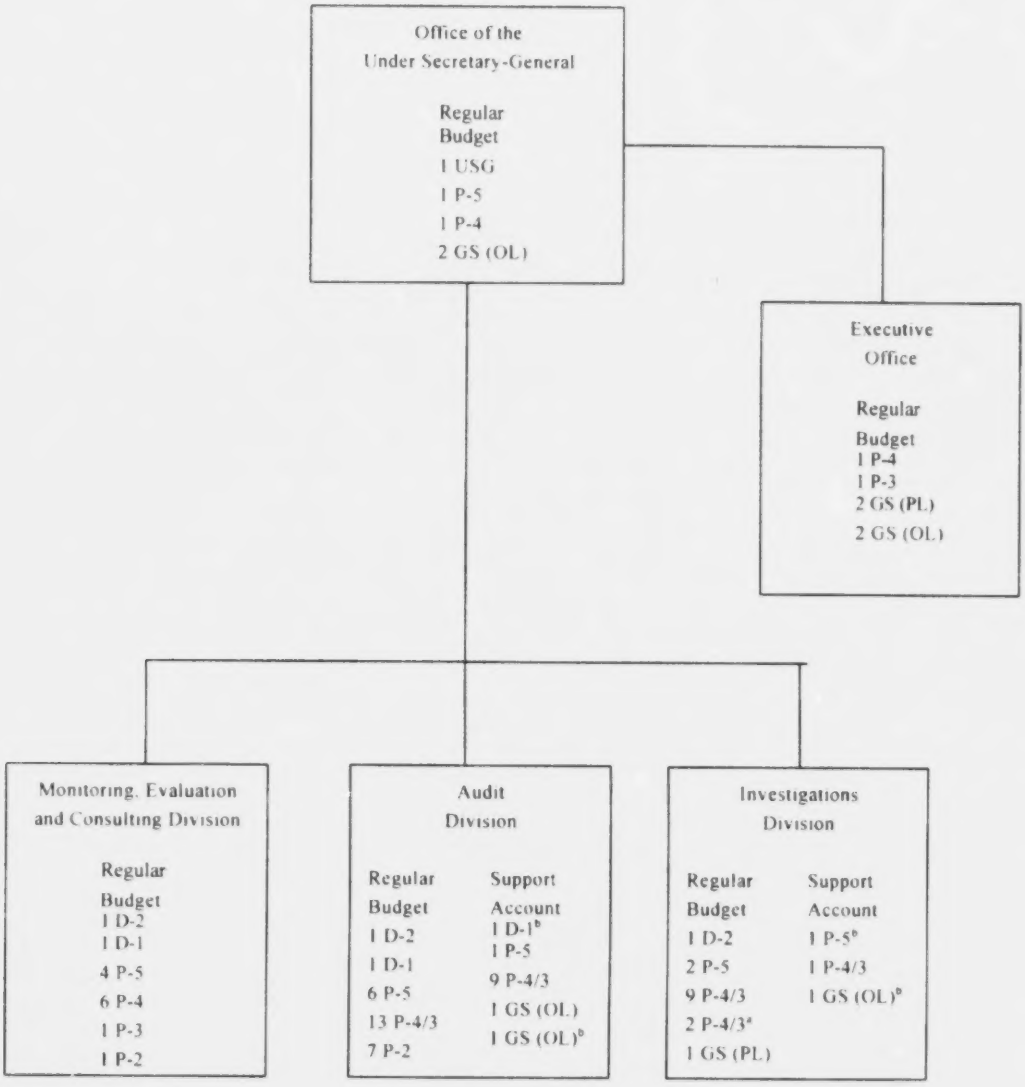
27.76 The resources requested relate to office supplies for the 60 new posts proposed to be established within the Department of Management ($3,100) and for vaccines, medical kits and health education materials for all staff being deployed to field missions ($100,000).

Furniture and equipment ($374,100)

27.77 The resources requested relate to the purchase of office furniture and fixtures ($239,900) and the acquisition of data-processing equipment ($134,200) for accommodation of the 60 new posts requested for the Department of Management, as per standard rates.

Section 28
Office of Internal Oversight Services

Proposed revised structure and post distribution for the period from 1 July 2002 to 30 June 2003



[a] New posts (A/56/6, section 28).

[b] New posts, this report

Table 28.1 **Summary by object of expenditure**

(Thousands of United States dollars)

Object of expenditure	*Proposed programme budget 2002-2003 initial appropriation*	*Resource growth*	*Proposed revised estimates*
Regular budget			
Posts	18 715.0	-	18 715.0
Other staff costs	168.7	-	168.7
Consultants and experts	168.8	-	168.8
Travel	863.1	-	863.1
Contractual services	55.4	-	55.4
General operating expenses	305.7	-	305.7
Hospitality	2.7	-	2.7
Supplies and materials	60.2	-	60.2
Furniture and equipment	398.5	-	398.5
Subtotal	**20 738.1**	**-**	**20 738.1**

Object of expenditure	*1 July 2001 to 30 June 2002 appropriation*	*Resource growth*	*Proposed revised estimates*
Support account for peacekeeping operations			
Posts	1 362.7	120.9	1 483.6
Consultants and experts	-	100.0	100.0
Travel	40.0	-	40.0
General operating expenses	8.0	7.2	15.2
Supplies and materials	-	0.4	0.4
Furniture and equipment	-	24.7	24.7
Staff assessment	228.8	26.3	255.1
Subtotal	**1 639.5**	**279.5**	**1 919.0**
Grand total	**22 377.6**	**279.5**	**22 657.1**

Table 28.2 **Post requirements**

	2002-2003 proposed staffing	*Proposed changes*	*Proposed revised staffing*
Regular budget			
Professional category and above			
Under-Secretary-General	1	-	1
D-2	3	-	3
D-1	2	-	2
P-5	13	-	13
P-4/3	34	-	34
P-2/1	8	-	8
Subtotal	**61**	**-**	**61**
General Service category			
Principal level	9	-	9
Other level	20	-	20
Subtotal	**29**	**-**	**29**
Other categories			
Local level	1	-	1
Subtotal	**1**	**-**	**1**
Total	**91**	**-**	**91**

	1 July 2001 to 30 June 2002 approved staffing	*Proposed changes 1 Jan to 30 June 2002*	*Proposed revised staffing*
Support account for peacekeeping operations			
Professional category and above			
D-1	-	1	1
P-5	1	1	2
P-4/3	10	-	10
Subtotal	**11**	**2**	**13**
General Service category			
Principal level	-	-	-
Other level	1	2	3
Subtotal	**1**	**2**	**3**
Total	**12**	**4**	**16**
Grand total	**103**	**4**	**107**

28.1 The Office of Internal Oversight Services provides support for United Nations peacekeeping operations through its Internal Audit Division and the Investigations Division.

28.2 The Audit and Management Consulting Division is responsible, inter alia, for the audit of all peacekeeping and special missions, the United Nations Logistics Base at Brindisi, Italy as well as the functional areas administered by the Office of Mission Support. The functions performed by the Division include monitoring the implementation of audit recommendations; provision of advising on those issues related to peacekeeping operations that fall under the audit responsibility of the Internal Audit Division. Since the Peacekeeping Section of the Division has grown in size by more than 100 per cent, from 11 to 25, largely as a result of the sharp increase in the number of auditors, it is proposed to upgrade the Section to a Service and to establish a post at the D-1 level for the Chief of the Peacekeeping Service. One additional General Service (Other level) post is required to provide secretarial support to the Chief of Service in handling significantly more audit observations, reports and working paper files. The functions of the requested posts are the following:

(a) Chief, Peacekeeping Audit Service (D-1): Develops risk-based medium-term and annual audit plans covering activities assigned to the Peacekeeping Service, ensures that these plans provide for adequate internal audit coverage of the United Nations activities worldwide falling under the Division's audit responsibility; meets and maintains regular contacts with client representatives to discuss individual audit plans, audit results, and the client's related views and concerns; ensures that the audit is started and completed in accordance with (i) the approved timetable and budget, (ii) the Division's audit plans, policies and procedures, and (iii) the Standards for the Professional Practice of Internal Auditing in United Nations organizations; reviews audit programmes, working papers, draft reports and other audit-related documents, and provides sufficient guidance and supervision for the auditing staff; participates in the interview and evaluation of candidates for vacant Division posts; conducts performance appraisals for staff under the incumbent's responsibility; coordinates the work of the Peacekeeping Service with other sections of the Division and of OIOS, the Board of Auditors, and other internal and external and external oversight bodies in the United Nations system.

(b) A General Service (Other level) post is requested to provide administrative support for the Chief of the Peacekeeping Service.

28.3 The Investigations Division has one P-4 support account-funded post providing investigative services. With insufficient staff to meet the demands of the constant increase in peacekeeping-related activities, it has difficulty responding to all requests by the Department of Peacekeeping Operations for investigative assistance; some requests had to be significantly deferred/delayed owing to staff shortages. Approximately 26 per cent of the cases currently received by the Division relate to peacekeeping activities.

28.4 The work of the Division is primarily reactive because it responds to reports received pursuant to ST/SGB/273, paragraph 18, on allegations of violations of United Nations rules, regulations and administrative issuances, as well as misconduct, mismanagement, waste of resources and abuse of authority. The demand for investigations may increase as a result of the new peacekeeping missions in Kosovo (UNMIK), East Timor (UNTAET), Congo (MONUC) and Sierra Leone (UNAMSIL). The Division needs to be strengthened by reinforcing the existing capacity of the Division and providing assistance for the Department of Peacekeeping Operations. Consequently, two additional posts (1 P-5 and 1 General Service (Other level)) are requested. The functions of the requested posts are the following:

(a) Senior Investigator (P-5): Plans, organizes, conducts and/or supervises the most serious and complex cases relating to peacekeeping operation; develops systems for the assessment of potential fraud and other violations of the Organization's Regulations and Rules; undertakes such assessments of selected programme areas in Nairobi which are particularly sensitive or involve high-risk operations; as Head of the Investigations Division Peacekeeping Operations Unit, provides liaison with Department of Peacekeeping Operations personnel both at Headquarters and at peacekeeping missions.

(b) Information Assistant (General Service (Other level)): The incumbent will implement, maintain and coordinate computerized information systems throughout the different investigation offices at Headquarters and Nairobi and at several peacekeeping missions and will assist programme managers as necessary in these areas.

Non-post requirements

Office furniture and equipment

28.5 An amount of $15,900 is requested for office furniture, based on standard cost taking into account the grade and number of additional staff requested for the Office. Provision is made for $8,800 for the costs of acquisition of data-processing equipment to support four additional staff members and is based on a standard cost of $2,200 per person.

General operating expenses

28.6 Estimated requirements of $4,800 for communications, $400 for rental of office equipment and $2,000 for maintenance of equipment, at standard costs.

Supplies and materials

28.7 Provision of $400 is made for supplies at standard rates.

Consultants and experts

28.8 Provision of $100,000 is made for the use of external experts by the Internal Audit Division to organize a series of risk management and control self-assessment exercises with the participation of selected peacekeeping managers at Headquarters and in the field to be held during the period ending 30 June 2002. Up to 10 such exercises, two at Headquarters and eight in the field, are envisaged at a total cost of $100,000, including the fees and travel expenses of two consultants.

Section 30
Office of the United Nations Security Coordinator

Table 30.1 **Summary by object of expenditure**

(Thousands of United States dollars)

Object of expenditure	*Proposed programme budget 2002-2003 initial appropriation*	*Resource growth*	*Proposed revised estimates*
Regular budget			
Posts	5 905.7	-	5 905.7
Other staff costs	7 340.7	-	7 340.7
Travel	317.5	-	317.5
General operating expenses	361.9	-	361.9
Supplies and materials	84.5	-	84.5
Furniture and equipment	35.2	-	35.2
Subtotal	**14 045.5**	**-**	**14 045.5**

Object of expenditure	*1 July 2001 to 30 June 2002 appropriation*	*Resource growth*	*Proposed revised estimates*
Support account for peacekeeping operations			
Posts	385.8	107.3	493.1
Travel	-	30.0	30.0
General operating expenses	21.6	7.6	29.2
Furniture and equipment	-	24.8	24.8
Staff assessment	66.9	21.8	88.7
Subtotal	**474.3**	**191.5**	**665.8**
Grand total	**14 519.8**	**191.5**	**14 711.3**

Table 30.2 **Post requirements**

	2002-2003 proposed staffing	*Proposed changes*	*Proposed revised staffing*
Regular budget			
Professional category and above			
P-5	2	-	2
P-4/3	14	-	14
Subtotal	**16**	**-**	**16**
General Service category			
Other level	16	-	16
Subtotal	**16**	**-**	**16**
Total	**32**	**-**	**32**

	1 July 2001 to 30 June 2002 approved staffing	*Proposed changes 1 Jan to 30 June 2002*	*Proposed revised staffing*
Support account for peacekeeping operations			
Professional category and above			
P-5	1	-	1
P-4/3	2	2	4
Subtotal	**3**	**2**	**5**
General Service category			
Other level	-	2	2
Subtotal	**-**	**2**	**2**
Total	**3**	**4**	**7**
Grand total	**35**	**4**	**39**

30.1 The Office of the United Nations Security Coordinator has inadequate staffing resources to carry out the duties relating to ensuring the safety and security of United Nations staff serving in peacekeeping operations. There is a need for improved security management in a number of areas related to peacekeeping operations, in particular to areas of planning, training, information, organizational structures and personnel. Although a specialist from the Office often participates in an initial reconnaissance visit to a country where a mission is to be deployed, the Office lacks staff to participate in the entire planning process for each mission and to address the full range of security implications and requirements. Moreover, there is insufficient capacity at Headquarters to support security management of peacekeeping operations at Headquarters (see A/55/977, paras. 282-284).

30.2 In order to strengthen the capacity of the Office to coordinate the activities in peacekeeping operations relating to the security, safety and stress management of international and local civilian personnel in such missions, an additional two Professional posts (P-4) for security coordination officers and two General Service (Other level) posts to provide administrative support are requested. The functions of the requested posts are the following:

(a) Security Coordination Officer (P-4) (2 posts): The incumbent monitors, coordinates and plans the state of security/safety preparedness for civilian staff at peacekeeping and other field missions; monitors and assesses the security situation at all United Nations duty stations with particular emphasis on locations where there are peacekeeping and other field missions; collects and analyses security information with a view to identifying specific peacekeeping and other field missions where security problems may develop; undertakes security assessment missions to the field to evaluate security measures for the safeguarding of civilian personnel of peacekeeping and other field missions and to make appropriate recommendations and arrangements for the improvement thereof; implements existing security training programmes in respect of civilian staff at existing peacekeeping and other field operations; directly participates in the training of professional security officers, assigned to peacekeeping and other field missions; develops additional training programmes, including curriculum, modules and support materials, as required; provides advice, guidance and assistance regarding issues relating to security management affecting civilian staff at peacekeeping and other field missions.

(b) General Service (Other level) (2 posts): Prepares and drafts correspondence; makes travel arrangements for staff; responsible for the flow of correspondence within the Unit and maintains the Unit's filing system.

Non-post requirements

Office furniture and equipment

30.3 An amount of $16,000 is requested for office furniture, based on standard cost taking into account the grade and number of additional staff requested for the Office. Provision is made for $8,800 for the costs of acquisition of data-processing equipment to support four additional staff and is based on standard costs.

General operating expenses

30.4 Estimated requirements of $4,800 for communications, $400 for rental of office equipment and $2,000 for maintenance of equipment, and $400 for supplies at standard costs.

Travel

30.5 An estimated $30,000 is required to allow for field technical survey/assessment missions, training and immediate emergency requirements for hostage incident management and stress management support in the field.

Section 32
Staff assessment

Table **Summary by object of expenditure**

(Thousands of United States dollars)

Object of expenditure	*Proposed programme budget 2002-2003 initial appropriation*	*Resource growth*	*Proposed revised estimates*
Regular budget			
Other	343 594.5	249.2	343 843.7
Subtotal	**343 594.5**	**249.2**	**343 843.7**

The new post proposals presented under regular budget sections 3 and 22 will give rise to an additional requirement for staff assessment in the amount of $249,200. This provision will be offset by a corresponding increase under income section 1, income from staff assessment. Gross and net requirements arising in respect of new support account posts have been presented in each of the individual sections of the present report.